



**DoD 5025.1-M**

# **DoD DIRECTIVES SYSTEM PROCEDURES**

**OCTOBER 2001**

**Director of Administration and Management  
Office of the Secretary of Defense**

**DRAFT**



**OFFICE OF THE SECRETARY OF DEFENSE  
1950 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1950**

**FOREWORD**

This Manual is reissued under the authority of DoD Directive 5025.1, "DoD Directives System," July 27, 2000 (reference (a)). It provides guidance for the preparation, coordination, publication, distribution, and review of DoD Directives, Instructions, Publications, Administrative Instructions, and their changes (hereafter referred to collectively as "DoD issuances"). DoD 5025.1-M, "DoD Directives System Procedures," August 15, 1994, is hereby canceled.

This Manual applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities and all other organizational entities within the Department of Defense (hereafter referred to collectively as "the DoD Components"). This Manual is effective immediately; it is mandatory for use by all the DoD Components.

Send recommended changes to the Manual through channels to:

Director  
Communications and Directives Directorate, Room 3B946  
Washington Headquarters Services  
1155 Defense Pentagon  
Washington, DC 20301-1155

The DoD Components may obtain copies of this Manual through their own publications channels. Other Federal Agencies and members of the public may obtain copies of this Manual from the U.S. Department of Commerce, National Technical Information Service, 5285 Port Royal Road, Springfield, VA 22161. An electronic version of this Manual can be viewed and downloaded from the following web site:

<http://www.dtic.mil/whs/directives>

**D.O. COOKE**  
Director

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## REFERENCES

- (a) DoD Directive 5025.1, "DoD Directives System," July 27, 2000
- (b) Sections 113 and 125, et seq. of title 10, United States Code
- (c) Section 191 of title 10, United States Code
- (d) DoD 5025.1-I, "DoD Directives System Annual Index," current edition
- (e) [DoD Directive 8910.1](#), "Management and Control of Information Requirements," June 11, 1993
- (f) [DoD 8910.1-M](#), "Department of Defense Procedures for Management of Information Requirements," June 1998
- (g) [DoD Instruction 7750.7](#), "DoD Forms Management Program," May 31, 1990
- (h) [DoD Directive 8320.1](#), "DoD Data Administration," September 26, 1991
- (i) DoD 8320.1-M, "Data Administration Procedures," March 1994
- (j) DoD 5200.1-R, "DoD Information Security Program Regulation," January 1997
- (k) DoD 5200.1-PH, "DoD Guide to Marking Classified Documents," April 1997

## C1. CHAPTER 1

### GENERAL INFORMATION

#### C1.1. REISSUANCE AND PURPOSE

This Manual implements DoD Directive 5025.1 (reference (a)) to identify policies, responsibilities, and procedures for individuals who are preparing, reviewing, coordinating, approving, publishing, and distributing DoD issuances in the DoD Directives System.

#### C1.2. DEFINITIONS

C1.2.1. DoD Components. The Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense.

C1.2.2. DoD Directive. A DoD issuance that transmits information required by law, the President, or the Secretary of Defense that applies to all branches of the Department of Defense on the way they initiate, govern, or regulate actions. DoD Directives:

C1.2.2.1. Establish or describe policy, programs, and organizations.

C1.2.2.2. Define missions.

C1.2.2.3. Provide authority.

C1.2.2.4. Assign responsibilities.

C1.2.2.5. Do not prescribe one-time tasks or deadline assignments.

#### C1.2.3. DoD Directive-Type Memorandums

C1.2.3.1. Memorandums that the Secretary of Defense, the Deputy Secretary of Defense, or the OSD Principal Staff Assistants (PSAs) issue that may not be published in the DoD Directives System because of time constraints. Directive-type memorandums that the Secretary or Deputy Secretary of Defense signs implement

policy. Directive-type memorandums that PSAs sign contain procedures for implementing policy documents, such as DoD Directives, Federal laws, and Executive orders.

C1.2.3.2. The office of primary responsibility shall convert a directive-type memorandum into a DoD issuance within 180 days from the date of signature, unless the subject is classified, and has limited distribution or has limited or temporary relevance. A copy of the signed memo shall go to the Directives Section (see figures C1.F1. and C1.F2.).

C1.2.4. DoD Directives System. The single, uniform system that individuals shall use when writing DoD issuances and directive-type memorandums that convey DoD policies, responsibilities, and procedures. It allows the DoD Components to process, review, approve, publish, and distribute DoD issuances efficiently.

C1.2.5. DoD Instruction. A DoD issuance that implements policies and tell the user how to carry out a policy, operate a program or activity, and assign responsibilities.

C1.2.6. DoD Issuances. DoD Directives, DoD Instructions, DoD Publications, Administrative Instructions, and their changes.

C1.2.7. DoD Publication. A DoD issuance that implements or supplements DoD Directives and DoD Instructions. DoD Publications provide standard procedures about how users may manage or operate systems and distribute administrative information. Publications include Catalogs, Directories, Guides, Handbooks, Indexes, Inventories, Lists, Manuals, Modules, Pamphlets, Plans, Regulations, Standards, and Supplements.

C1.2.8. Office of the Secretary of Defense (OSD). The principal staff element used by the Secretary and Deputy Secretary of Defense to exercise authority, direction, and control over the Department of Defense.

C1.2.8.1. The Immediate Offices of the Secretary and Deputy Secretary of Defense.

C1.2.8.2. The Under Secretaries of Defense (USDs).

C1.2.8.3. The Director of Defense Research and Engineering (DDR&E).

C1.2.8.4. The Assistant Secretaries of Defense (ASDs) and the Director of Operational Test and Evaluation (DOT&E).

C1.2.8.5. The General Counsel of the Department of Defense (GC, DoD); the Inspector General of the Department of Defense (IG, DoD); the Assistants to the Secretary of Defense (ATSDs); the OSD Directors and the Defense Agency Directors or equivalents who report directly to the Secretary or Deputy Secretary; and the staff offices the Secretary establishes to assist in carrying out assigned responsibilities.

C1.2.9. OSD Principal Staff Assistants (PSAs). Also referred to as political appointees. (See paragraph C1.2.8., above.)

C1.2.10. Other Organizational Entities within the Department of Defense. Organizations established under the Secretary's authority in 10 U.S.C. 113 or 125 (reference (b)), but excluding those designated under Section 191 of reference (c)). Those organizations include, but are not limited to the Uniformed Services University of the Health Sciences (USUHS) and the National Reconnaissance Office (NRO).

### C1.3. POLICY

DoD policy is that:

C1.3.1. The DoD Components follow the DoD Directives System when writing DoD issuances.

#### C1.3.2. DoD Issuances

C1.3.2.1. DoD Directives require the Secretary or Deputy Secretary of Defense's approval and signature.

C1.3.2.2. DoD Instructions and DoD Publications require PSA approval. DoD Directives or Instructions shall authorize DoD Publications. The PSAs, or designated deputies, shall sign DoD Instructions and the foreword of DoD Publications.

C1.3.2.3. Mandatory Coordination. All DoD issuances shall be coordinated with the GC, DoD, the DoD IG, and the Director of Administration and Management (DA&M).

### C1.4. RESPONSIBILITIES

C1.4.1. The Director of Administration and Management, Office of the Secretary of Defense, shall:

C1.4.1.1. Coordinate on ALL proposed DoD issuances.

C1.4.1.2. Prepare organizational charters for the OSD, the Defense Agencies, the DoD Field Activities, and other organizational entities within the Department of Defense, as required.

C1.4.1.3. As the Director, Washington Headquarters Services, shall:

C1.4.1.3.1. Administer and operate the DoD Directives System that includes procedures for preparing, coordinating, approving, publishing, and distributing all DoD issuances; and maintaining and preserving supporting and historical documents.

C1.4.1.3.2. Establish and maintain standard formats and writing style for DoD issuances.

C1.4.1.3.3. Review all proposed DoD issuances to ensure that they follow administrative requirements.

C1.4.1.3.4. Review all final DoD issuances for completed staff work.

C1.4.1.3.5. Place approved unclassified DoD issuances on the Internet.

C1.4.1.3.6. Prepare and issue DoD Directives System Transmittals to cancel DoD issuances.

C1.4.1.3.7. Monitor the 5-Year Review Program to ensure that DoD issuances are current and necessary.

C1.4.1.3.8. Maintain and preserve the original signatures on the DoD issuances, original coordinating papers, implementation certifications, and internal review certifications.

C1.4.2. The OSD Principal Staff Assistants shall:

C1.4.2.1. Develop, coordinate, and prepare DoD Directives for the Secretary or Deputy Secretary of Defense to approve and sign, in accordance with this Manual. Obtain formal replies from DoD officials at the OSD and DoD Component's levels and comments from the Directors of the Defense Agencies who are under their cognizance.

C1.4.2.2. Prepare, coordinate, approve, and sign DoD Instructions and DoD Publications that are relevant and necessary to accomplish their assigned responsibilities, in accordance with this Manual.

C1.4.2.3. Ensure that the contents of the DoD issuances reflect current policy and delegated responsibilities.

C1.4.2.4. Comment on proposed DoD issuances from the OSD and DoD Components.

C1.4.2.5. Change, reissue, and cancel DoD issuances, in accordance with this Manual.

C1.4.2.6. Convert directive-type memorandums into DoD issuances within 180 days and, when applicable, cancel those memorandums.

C1.4.2.7. Review all DoD issuances under their cognizance for need and currency, and certify by memorandum to the Director, WHS, whether the issuances shall be continued, revised, or canceled.

C1.4.3. The Heads of the DoD Components shall:

C1.4.3.1. Review and coordinate proposed DoD issuances that relate to their missions.

C1.4.3.2. Issue implementing documents, when required by the PSA, consistent with the intent of the DoD issuances.

C1.4.3.3. Provide copies of implementing documents to the respective OSD PSAs, when applicable.

C1.4.4. The Director, Defense Automated Printing Service shall:

C1.4.4.1. Maintain one paper copy of all current unclassified DoD issuances.

C1.4.4.2. Print and distribute classified and For-Official-Use-Only DoD issuances authorized by the Director, WHS.

C1.4.4.3. Operate the OSD Publications Counter Service and ensure that adequate copies of DoD issuances are available to the OSD, the WHS, and other authorized DoD Components.

C1.4.5. The Administrator, Defense Technical Information Center, Office of the Under Secretary of Defense for Acquisition and Technology, with the Director, WHS, provides secondary distribution of unclassified and classified OSD-approved and released DoD issuances to authorized, registered DoD Components and their contractors.

Figure C1.F1. Directive-Type Memorandum Issued by the Secretary  
or Deputy Secretary of Defense

<p style="text-align: center;">[Secretary of Defense Letterhead]</p> <p style="text-align: right;">[date]</p> <p><b>MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS CHAIRMAN OF THE JOINT CHIEFS OF STAFF UNDER SECRETARIES OF DEFENSE ASSISTANT SECRETARIES OF DEFENSE GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE DIRECTOR OPERATIONAL TEST AND EVALUATION ASSISTANT TO THE SECRETARY OF DEFENSE DIRECTOR OF ADMINISTRATION AND MANAGEMENT DIRECTORS OF DEFENSE AGENCIES</b></p> <p><b>SUBJECT: Criteria for Awarding Two New Joint-Military Decorations</b></p> <p>This directive-type memorandum provides the DoD policy for the awarding of the Joint-Service Special Medal (JSSM) and the Joint-Service Activity Medal (JSAM), which completes the spectrum of joint decorations and provides the needed latitude to recognize truly outstanding service.</p> <p>The JSSM should be used to recognize significant contributions in temporary, short-term duties, such as those on joint commissions, studies, and other special projects. The JSAM should be used to recognize significant contributions in permanent, long-term duties in the person's career field.</p> <p>It is necessary that each of us ensure that our measure for award recommendations and approvals is highly demanding and results in the appropriate level of decoration for deserving individuals. Appropriate awards enhance morale and preserve the value and prestige of the joint decorations. Inappropriate awards have the opposite effect.</p> <p>This memorandum is effective immediately. A DoD Directive governing the awards programs shall be issued within 180 days.</p> <p style="text-align: right;">[signature of Secretary or Deputy Secretary]</p>
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Figure C1.F2. Directive-Type Memorandum Issued by a Principal Staff Assistant

<p style="text-align: center;"><b>[Principal Staff Assistant Letterhead]</b></p> <p style="text-align: right;"><b>[date]</b></p> <p><b>MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS CHAIRMAN OF THE JOINT CHIEFS OF STAFF UNDER SECRETARIES OF DEFENSE ASSISTANT SECRETARIES OF DEFENSE GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE DIRECTOR OPERATIONAL TEST AND EVALUATION ASSISTANT TO THE SECRETARY OF DEFENSE DIRECTOR OF ADMINISTRATION AND MANAGEMENT DIRECTORS OF DEFENSE AGENCIES</b></p> <p><b>SUBJECT: Criteria for Awarding Two New Joint-Military Decorations</b></p> <p>This directive-type memorandum provides the DoD policy for the awarding of the Joint-Service Special Medal (JSSM) and the Joint-Service Activity Medal (JSAM), which completes the spectrum of joint decorations and provides the needed latitude to recognize truly outstanding service.</p> <p>The JSSM should be used to recognize significant contributions in temporary, short-term duties, such as those on joint commissions, studies, and other special projects. The JSAM should be used to recognize significant contributions in permanent, long-term duties in the person's career field.</p> <p>It is necessary that each of us ensures that our measure for award recommendations and approvals is highly demanding and results in the appropriate level of decoration for deserving individuals. Appropriate awards enhance morale and preserve the value and prestige of the joint decorations. Inappropriate awards have the opposite effect.</p> <p>This memorandum is effective immediately. A DoD issuance governing the awards programs shall be issued within 180 days.</p> <p style="text-align: right;"><b>[signature of the Principal Staff Assistant]</b></p>
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## C1.5. INTERNAL REVIEW

C1.5.1. DoD issuances shall be reviewed every 5 years by the originating OSD or DoD Component to ensure that the issuances are necessary; currently applicable; and consistent with DoD policy, existing law, and statutory authority.

C1.5.2. The DA&M, OSD, shall provide the PSAs with a list of DoD issuances under their cognizance for review.

C1.5.3. Upon completion of the review, the PSAs shall certify by memorandum to the DA&M, OSD, whether the issuances shall be continued, revised, or canceled. DoD issuances determined to be essential, but not current, shall be reissued. DoD issuances that have served their intended purpose shall be canceled. If the DoD issuance is 5 years or older, the DoD issuance shall be reissued with a new date and signature.

## C1.6. NUMBERING SYSTEM AND RECORDS MANAGEMENT

### C1.6.1. Numbering System of DoD Issuances

C1.6.1.1. Subject Groups. The Directives Section shall assign numbers to DoD issuances according to subject groups. The numbering system consists of four digits, representing a major subject group and its subgroup, followed by a decimal point and the sequential number of the subgroup; e.g., for DoD Directive 5025.1, the Directive is in the major subject group "5000," the number "25" represents the subgroup, and the number "1" indicates that the Directive is the first document assigned to that subgroup. The major subject groups are as follows:

C1.6.1.1.1. 1000. - Manpower and Personnel (Civilian, Military, and Reserve).

C1.6.1.1.2. 2000. - International and Foreign Affairs.

C1.6.1.1.3. 3000. - Plans and Operations, Research and Development, Intelligence, and Computer Language.

C1.6.1.1.4. 4000. - Logistics, Natural Resources, and Environment.

C1.6.1.1.5. 5000. - Acquisition, Administrative Management, Organizational Charters, Security, Public Affairs, and Legislative Affairs.

C1.6.1.1.6. 6000. - Health.

C1.6.1.1.7. 7000. - Budget, Finance, Audits, and Information Control.

C1.6.1.1.8. 8000. - Information Management/Information Technology (IM/IT).

C1.6.1.1.9. A listing of subgroups is in Chapter 1 of DoD 5025.1-I (reference (d)).

C1.6.1.2. Draft versions of newly developed DoD Directives and Instructions shall carry alphabetical designations following the decimal point; e.g., DoD Directive 8210.aa or 8210.bb. The suffix "aa" indicates that the DoD issuance is the first draft document in the 8210 subgroup; "bb" is the second draft document in the subgroup. The Directives Section shall assign alphabetical designations. Do not use the "xx" designation. If you are unable to determine the subject group or subgroup to use, leave it blank.

C1.6.1.3. DoD Publications. A DoD Publication is assigned the same number of its authorizing DoD Directive or Instruction, followed by a suffix identifying the type of Publication.

C1.6.1.4. Classified DoD Issuances. An abbreviated security classification of the DoD issuance shall precede the DoD issuance number ("C" for Confidential, "S" for Secret, "TS" for Top Secret).

C1.6.1.5. Reuse of Numbers. DoD issuance numbers may not be reused unless the existing DoD Directive, Instruction, or Publication is reissued.

## C1.6.2. Records Management

C1.6.2.1. The Directives Section retires the official case file for each DoD issuance to the National Records Center. The file constitutes the historical development of the issuance and should include the following:

C1.6.2.1.1. The original DoD issuance.

C1.6.2.1.2. The original signed coordination papers.

C1.6.2.2. DoD Executive Agents for DoD issuances shall be responsible for the records management of such issuances.

C1.6.3. Request for and Release of Coordination Papers. The Directives Section is not authorized to release coordination papers to requesters without the written consent of the originating OSD or the DoD Component.

## C2. CHAPTER 2

### DoD DIRECTIVES

#### C2.1. HOW TO PREPARE DoD DIRECTIVES

Organize DoD Directives as follows:

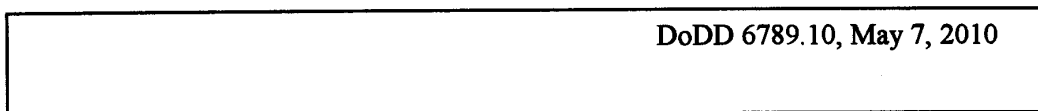
##### C2.1.1. Headers

C2.1.1.1. On the first page, place the Directive number in the upper right corner of the issuance. Below it, type your organization's abbreviation. On each following page, place the Directive number 1/2 to 3/4 of an inch from the top of the page. Leave room for the full date after the Directive number on all pages.

C2.1.1.2. The Directives Section shall assign a new Directive a number after the Secretary or Deputy Secretary has signed it.

C2.1.1.3. The Directives Section shall place the date on all pages once the Directive has been signed.

Figure C2.F1. Sample of a Page Header



##### C2.1.2. Subject Line

C2.1.2.1. Type the word "SUBJECT" in all caps. Then, state the Directive's topic in no more than three lines and in block style.

C2.1.2.2. Write out a full name with the acronym or abbreviation beside it in parentheses.

C2.1.2.3. Do not use the exact same subject line for more than one issuance.

Figure C2.F2. Sample of the Subject Line

<p><b>SUBJECT: Sample of the Subject Line of a DoD Issuance When the Subject Has A Very Long Title</b></p>
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### C2.1.3. References

C2.1.3.1. List references in the order they appear in the text.

C2.1.3.2. Use a maximum of six references on the first page. If there are more than six, place the first four on the first page. (See figure C2.F3.)

C2.1.3.3. When a DoD Directive contains more than 26 references, use a double lettering system; e.g., aa - az followed by ba - bz, etc. Do not use triple letters. (See figure C2.F3.)

C2.1.3.4. When you are canceling one issuance with another, place the words "hereby canceled" in parentheses after the date of the document; e.g., DoD Directive 3990.1, "Verification of Logistical Support," April 1, 1989 (hereby canceled).

C2.1.3.5. When a reissued DoD Directive continues to authorize a DoD Publication, cite the Publication.

C2.1.3.6. Do not cite Military Department or joint-Service publications in DoD Directives.

C2.1.3.7. Use a footnote to show readers precisely where to find documents that are not readily available to all users in the DoD Directives System.

C2.1.3.8. Do not list unpublished material, such as drafts and documents that usually are not available to readers.

C2.1.3.9. Do not list documents that you are in the process of canceling.

C2.1.3.10. References as Enclosures. Do not include any documents you list in the reference section as an enclosure.

### C2.1.4. Legal Citations

C2.1.4.1. Use a DoD issuance as the reference citation when it has implemented an Executive order, public law, or other statute; e.g., use DoD Directive 5400.7, "DoD Freedom of Information Act Program," May 13, 1988.

C2.1.4.2. When you are implementing a specific statute that is in the United States Code (U.S.C.), list the U.S.C.; e.g., Section 1175 of title 10, United States Code. You may cite two or more sections; e.g., Sections 10605-10607 of title 42, United States Code.

C2.1.4.3. If the statute is not in a part of the U.S.C., use the public law citation when it applies; e.g., Public Law 103-139, "Department of Defense Appropriations Act of 1994," November 11, 1993. Verify the proper statutory authority with the Office of the General Counsel, Department of Defense (OGC, DoD), during the drafting phase. NOTE: Public laws were not codified before 1950.

C2.1.4.4. Use the Code of Federal Regulations (CFR) citation when referencing a document that has been published in the CFR (e.g., Title 41, Code of Federal Regulations, Part 101.20, "Management of Buildings and Grounds," current edition); if it has not been, use the Federal Register citation.

C2.1.4.5. When a DoD Directive contains more than 26 references, use a double lettering system; e.g., aa - az followed by ba - bz, etc. Do NOT use triple letters. (See figure C2.F3.)

Figure C2.F3. Samples of Formats for Listing References

References Listed on the First Page

- References: (a) DoD Directive 1234.5, "Computer Programming," April 2, 1999  
 (b) DoD Instruction 2345.6, "Software Planning," June 15, 2002  
 (c) Assistant Secretary of Defense Memorandum, "Improving The Use of Computers," September 12, 2005

First Page Reference List When There are 6 or More References

- References: (a) DoD Directive 1234.5, "Computer Programming," April 2, 2001  
 (b) Chapter 30 of title 99, United States Code  
 (c) DoD Instruction 2345.6, "Software Planning," June 25, 2001  
 (d) Assistant Secretary of Defense Memorandum, "Improving the Use of Computers," September 12, 2001  
 (e) through (g), see enclosure 1

Continuation Page (Enclosure 1) When There are 6 or More References

E1. ENCLOSURE 1

REFERENCES, continued

- (e) Administrative Instruction Number 135, "How We List References," August 6, 1999  
 (f) Title 10, United States Code  
 (g) DoD Directive 6543.2, "References Must be Listed as Shown, April 5, 1999

E1. ENCLOSURE 1

REFERENCES, continued

- (aa) Administrative Instruction Number 135, "How We List References," August 6, 1999  
 (ab) Title 10, United States Code  
 (ac) DoD Directive 6543.2, "References Must be Listed as Shown, April 5, 1999

C2.1.5. Guidelines for Sections of DoD Directives. Develop those sections of DoD Directives, as follows:

C2.1.5.1. REISSUANCE AND PURPOSE. Give the reason for the DoD Directive and identify the following:

C2.1.5.1.1. State that the DoD Directive reissues, supersedes, or replaces another one.

C2.1.5.1.2. State that this DoD Directive authorizes (or, continues to authorize) a DoD Publication.

C2.1.5.1.3. Identify any DoD Executive Agents who receive responsibilities in the Directive.

C2.1.5.1.4. Identify any boards, panels; etc., that the DoD Directive establishes.

Figure C2.F4. Samples of Format for the Purpose Section

General

1. PURPOSE

This Instruction:

- 1.1. Implements Section 345 of reference (a).
- 1.2. Establishes policy and assigns responsibilities under reference (b) for producing agricultural products.

Authorizing a Publication

1. PURPOSE

This Directive:

- 1.1. Establishes policy and assigns responsibilities under reference (a) for producing agricultural products.
- 1.2. Authorizes the publication of DoD 8899.22-M, consistent with reference (b).

Designating a DoD Executive Agent

1. PURPOSE

This Directive:

- 1.1. This Establishes policy and assigns responsibilities under reference (a) for producing agricultural products.
- 1.2. Designates the Secretary of the Army as the DoD Executive Agent for agricultural matters.

Canceling the existing DoD Directive and a Directive with a Different Number

1. PURPOSE

This Directive:

- 1.1. Replaces reference (a) and (b)
- 1.2. Updates policy and responsibilities for administering the supply and maintenance program for tanks under reference (c).

Figure C2.F5. Samples of Format for the Reissuance and Purpose Section

General

1. REISSUANCE AND PURPOSE

This Directive:

1.1. Reissues reference (a) to update policy and responsibilities for the Carnegie Program under reference (b).

1.2. Continues to authorize the publication of DoD 8444.6-M, consistent with reference (c).

Reissuing a DoD Directive as a DoD Instruction

1. REISSUANCE AND PURPOSE

This Instruction:

1.1. Reissues reference (a) as a DoD Instruction under the authority of reference (b).

C2.1.5.2. APPLICABILITY AND SCOPE

C2.1.5.2.1. Identify to whom the Directive applies. Use the standard wording for the applicability section.

C2.1.5.2.2. The scope must be in a separate paragraph or paragraphs in this section.

Figure C2.F6. Samples of Format for the Applicability and Scope Section  
Standard Wording for the Applicability Section

**2. APPLICABILITY**

This Directive applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as “the DoD Components”).

**Sample of Applicability and Scope That Includes the Commissioned Corps of the Public Health and the National Atmospheric Administration**

**2. APPLICABILITY AND SCOPE**

2.1. This Directive applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as “the DoD Components”). The term “Military Services,” as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

2.2. This Directive also applies to the Commissioned Corps of the Public Health and the National Atmospheric Administration, under agreements with the Departments of Health and Human Services and Commerce.

**C2.1.5.3. DEFINITIONS (if applicable)**

C2.1.5.3.1. Define terms unique to this Directive.

C2.1.5.3.2. Use Joint Pub 1-02<sup>1</sup> for military terms. Inform the Directives Section about terms that don't appear in Joint Pub 1-02, but that you feel need to be there.

C2.1.5.3.3. If terms are less than half a page, list them in this section of the Directive. Otherwise, list them in enclosure 2, unless you have no more than six references. Then, make the definitions page enclosure 1.

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<sup>1</sup>Copies may be obtained, via Internet at [http://www.dtic.mil/doctrine/jel/new\\_pubs/jp1\\_02.pdf](http://www.dtic.mil/doctrine/jel/new_pubs/jp1_02.pdf)

Figure C2.F7. Samples of Format for the Definitions Section  
Definitions that do not exceed half of a page in a DoD Directive and Instruction

<p>3. <u>DEFINITIONS</u></p> <p>3.1 <u>Electromagnetic Compatibility (EMC)</u>. The ability of telecommunications equipment, subsystems, and systems to operate in their intended operational environments without suffering or causing unintentional, acceptable degradation because of EM radiation or response.</p> <p>3.2. <u>Telecommunication</u>. Any transmission, emission, or reception of signs, signals, writings, images, sounds, or information of any nature by wire, radio, visual, or other EM system.</p>
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Statement used when definitions exceed half of a page in a DoD Directive or Instruction

<p>3. <u>DEFINITIONS</u></p> <p>Terms used in this Directive are defined in enclosure 2.</p>
--

Statement used when definitions are in another document

<p>3. <u>DEFINITIONS</u></p> <p>The following terms, used in this Directive, are defined in Joint Pub 1-02 (reference (c)):</p> <p>3.1 Command, control, and communications countermeasures.</p> <p>3.2. Electronic warfare.</p>
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C2.1.5.4. POLICY. In DoD Directives, state ideas, goals, or principles of a DoD mission, and define performance mechanisms and other vehicles that shall help the user evaluate the success of the policy. Directives shall be written clearly to avoid having the DoD Components prepare implementing or supplementing documents.

Figure C2.F8. Samples of Format for the Policy Section  
DoD Directive

<p>4. <u>POLICY</u></p> <p>It is DoD policy that:</p> <p>4.1. Management and administrative structure for improving the communication of DoD M&amp;S issues shall be established.</p> <p>4.2. Coordinated DoD M&amp;S Master Plan shall be developed.</p>
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DoD Instruction

<p>4. <u>POLICY</u></p> <p>This Instruction implements policy established in DoD Directive 6789.10.</p>
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C2.1.5.5. RESPONSIBILITIES

C2.1.5.5.1. Identify key officials who shall carry out the policy and procedures that the DoD Directive identifies.

C2.1.5.5.2. In DoD Directives, identify responsibilities for DoD officials who report directly to the Secretary or Deputy Secretary of Defense.

C2.1.5.5.3. In DoD Directives, identify responsibilities for the Directors of the Defense Agencies. Since the Commanders of the Combatant Commands report to the President and the Secretary of Defense, they may receive direct responsibilities in DoD Directives, in coordination with the Chairman of the Joint Chiefs of Staff.

C2.1.5.5.4. When a Directive assigns responsibilities for an Assistant Secretary of Defense (ASD), name the Under Secretary of Defense (USD) who has authority over them. (See figure C2.F9.)

Figure C2.F9. Samples of Format for the Responsibilities Section  
Responsibilities of PSAs and the Chairman of the Joint Chiefs of Staff

5. RESPONSIBILITIES

- 5.1. The Under Secretary of Defense for Policy shall develop overall security policy.
- 5.2. The Assistant to the Secretary of Defense for Public Affairs shall:
  - 5.2.1. Develop procedures for news media coverage.
  - 5.2.2. Review guidelines for the release of DoD information to the public.
- 5.3. The Assistant Secretary of Defense for Command, Control, Communications, and Intelligence shall coordinate information on secure communications.
- 5.4. The Assistant to the Secretary of Defense for Atomic Energy shall:
  - 5.4.1. Serve as the advisor for issues on nuclear weapons security.
  - 5.4.2. Provide representation on the Inter-Agency Advisory Committee.
- 5.5. The General Counsel of the Department of Defense shall provide advice and assistance on all legal matters.
- 5.6. The Chairman of the Joint Chiefs of Staff shall evaluate and validate requirements for policy decisions.

Responsibilities of PSAs who must coordinate with other PSAs

5. RESPONSIBILITIES

- 5.1. The Under Secretary of Defense for Policy, in coordination with the Under Secretary of Defense for Acquisition and Technology, shall manage the DoD security program for DoD nuclear reactors.
- 5.2. The Assistant Secretary of Defense for Public Affairs shall provide standards and guidance on public affairs matters regarding nuclear reactors.

Responsibilities of Defense Agencies and a PSA that does not Report Directly to the Secretary or Deputy Secretary of Defense

5. RESPONSIBILITIES

5.1. The Assistant Secretary of Defense (Force Management Policy), under the Under Secretary of Defense for Personnel and Readiness, shall manage the DoD security program for DoD nuclear reactors.

5.2. The Directors of the Defense Agencies, under the OSD Principal Staff Assistants, shall respond to requests by the DoD Components to identify resources.

C2.1.5.6. PROCEDURES. Do NOT outline procedures in a DoD Directive.

C2.1.5.7. INFORMATION REQUIREMENTS (if applicable)

C2.1.5.7.1. In this section, identify forms, formats, reporting requirements or record-keeping systems for information that the Agency needs from the user. Also include statements about canceled information requirements.

C2.1.5.7.2. Refer to DoD Directive 8910.1 (reference (e)) for policies for managing and controlling information requirements.

C2.1.5.7.3. Use DoD 8910.1-M (reference (f)) for information on how you shall establish, revise, and cancel information requirements; obtain information from the public, non-DoD Federal Agencies, the DoD Components; and operate reports management programs. Contact the Director of Information Operations and Reports (DIOR), WHS, for help with information requirements.

C2.1.5.7.4. Use DoD Instruction 7750.7 (reference (g)) for information on policies for the DoD Forms Management Program. For help with forms, contact DIOR, WHS.

C2.1.5.7.5. Use DoD Directive 8320.1 and DoD 8320.1-M (references (h) and (i)) for information on policies and procedures for the DoD Data Elements and Codes Program. Contact the Office of the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence for help with data elements and codes.

C2.1.5.8. EFFECTIVE DATE. Use the phrase, "This Directive is effective immediately," unless you specify otherwise.

Figure C2.F10. Samples of Format of the Effective Date Section

Standard

6. EFFECTIVE DATE

This Directive is effective immediately.

A portion of the DoD issuance is effective on a specific calendar date

6. EFFECTIVE DATE

Subparagraph 4.1.3.4.4., above, is effective December 4, 1999. The remaining provisions of this Directive are effective immediately.

C2.1.5.9. Signature. The Secretary or the Deputy Secretary of Defense signs DoD Directives. Leave 5 blank line spaces for signature.

C2.1.5.10. Enclosures. Use enclosures for material that you have not identified in the reference listing, but that you mentioned in the text of the issuance. They shall be originals or camera-ready copies. List the enclosures on the signature page. Continued references are enclosure 1, and definitions are enclosure 2. Align the words "Enclosures - 2" flush with the left margin, indenting the list in increments 1/4 of an inch. Identify the enclosures using an "E" before the enclosure number. For example, enclosure 1 is identified using E1. preceding the title of the enclosure. (See figure C2.F11.)

C2.1.5.11. Attachments to Enclosures. List attachments on the last page of an enclosure in the same manner as listing enclosures at the end of the main body of the Directive. Attachments should be originals or camera-ready copies. (See figure C2.F11.)

Figure C2.F11. Samples of How to List Enclosures and Attachments to a DoD Directive  
Enclosures (Listed on the Last Page of the Directive)

Enclosures – 2 E1. References, continued E2. Definitions
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Attachments (Listed on the Last Page of the Enclosure to the Directive)

Attachments– 2 E1.A1. List of Military Postal ZIP Codes E1.A2. DD Form 1234, “Sample DoD Form”
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C2.1.5.12. Use of "See." When "see" is used as directional material at the end of the sentence the phrase should be a stand-alone sentence, enclosed in parentheses. (See figure C2.F12.)

Figure C2.F12. Sample of the Use of the Word "See"

These procedures shall be implemented. (See paragraph C2.1.1.)
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## C2.2. CHARTERS

The Director of Organizational and Management Planning (O&MP) develops organizational charters.

## C2.3. STYLE AND FORMAT

### C2.3.1. Writing Style

C2.3.1.1. Write DoD Directives clearly and concisely. Organize their contents to address what the readers know, what they don't know, what they shall do with the information, and the results they expect to gain. Apply the following general principles and grammar:

C2.3.1.1.1. Use short simple words and limit sentences to one thought. Keep sentences brief (average of 20 or fewer words).

C2.3.1.1.2. Use parallel construction (the same grammatical structure for similar or related ideas). (See figure C2.F13.)

Figure C2.F13. Example of Parallel Construction in DoD Directives

**This Directive reissues reference (a) under the authority of reference (b) to:**

- 1.1. Update DoD policy on personnel data.**
- 1.2. Establish a personnel committee.**
- 1.3. Designate Reserve component categories.**

C2.3.1.1.3. Write in the active voice (name an actor with the action immediately after) because it is more direct and forceful; e.g., "The Chair shall forward one information copy of the board meeting minutes to the members."

C2.3.1.1.4. When possible, use paragraph headings to highlight important concepts so the reader may see at a glance what the paragraph is about. Avoid long, rambling, disjointed paragraphs, especially those with many subparagraphs.

C2.3.1.1.5. Helping Verbs. Use a helping verb to express the degree of obligation, as illustrated in the following table:

Table C2.T1. Use of Helping Verbs in DoD Directives

<u>Helping Verbs</u>	<u>Degree of Restriction</u>
Shall	Action is mandatory.
Should	Action is required, unless justifiable reason exists for not taking action.
May	Action is optional.

C2.3.1.1.6. Gender-Specific Language. Use the phrase "he and she," rather than writing "he" or "she" separately as generic pronouns. (See appendix 2).

C2.3.1.1.7. Personal Pronouns. Do not use the personal pronouns "I" and "me."

C2.3.1.1.8. Abbreviations and Acronyms

C2.3.1.1.8.1. Use an abbreviation or acronym in parentheses after a term first appears, but only if you use it more than once. Generally, you should not use

the articles "the," "a," and "an" before abbreviations and acronyms; e.g., write "OSD," and "MARS," not "the OSD" and "a MARS" when used as a unit modifier or adjective.

C2.3.1.1.8.2. Exceptions to subparagraph C2.3.1.1.8.1., above:

C2.3.1.1.8.2.1. Department of Defense and United States. When using those terms as adjectives, write the abbreviations without parentheses. When using them as nouns, spell them out and omit the abbreviations.

C2.3.1.1.8.2.2. Chairman of the Joint Chiefs of Staff; Joint Chiefs of Staff; or Joint Staff. Always use "the Chairman of the Joint Chiefs of Staff" in DoD Directives.

C2.3.1.1.8.2.3. OSD Principal Staff Assistants. See paragraph C1.2.8., above.

C2.3.1.1.8.2.4. In the RESPONSIBILITIES section, spell out the title of a key official. Do not use abbreviations in the first line identification of the Principal Staff Assistants. For example, type "The Director, Armed Forces Institute of Pathology, shall:"

C2.3.1.1.8.2.5. Always use "the" when referring to "DoD Components."

C2.3.2. Sources of English Usage. Use the following order of authority when you have questions about punctuation, capitalization, spelling, numerals, compound words, etc.:

C2.3.2.1. "List of Preferred Terms Used in DoD Issuances." (See appendix 2.)

C2.3.2.2. "List of Hyphenated Unit Modifiers Used in DoD Issuances." (See appendix 3.)

C2.3.2.3. United States Government Printing Office Style Manual and Word Division Supplement to that Manual<sup>2</sup> (current editions).

C2.3.2.4. Webster's New Collegiate Dictionary (current edition).

C2.3.2.5. The Chicago Manual of Style.<sup>3</sup>

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<sup>2</sup>Copies may be obtained via the Internet at <http://www.access.gpo.gov/styleman>

<sup>3</sup>Copies may be obtained via the Internet at <http://www.bkstor.com>

### C2.3.3. Format

#### C2.3.3.1. Numbering System

C2.3.3.1.1. Always use the DoD Directives System numbering system to identify where you are in the Directive, especially when you are looking at the document on a computer screen. (See section C1.6., above.)

C2.3.3.1.2. Do not use tabs between section, paragraph, and subparagraph numbers and the text. Use two spaces.

C2.3.3.1.3. Do not use the automated feature to generate section, paragraph, and subparagraph numbers in Microsoft Word.

C2.3.3.1.4. Use the three identifiers in the numbering system of section, paragraph, and subparagraph. (See figure C1.F14.)

Figure C2.F14. Example of the Numbering System for DoD Directives and Instructions

1. <u>SECTION</u> 1.1. <u>Paragraph</u> 1.1.1. <u>Subparagraph</u> 1.1.1.1. <u>Subparagraph</u> 1.1.1.1.1. <u>Subparagraph</u> 1.1.1.1.1.1. <u>Subparagraph</u> 1.1.1.1.1.1.1. <u>Subparagraph</u>
--

C2.3.3.1.5. Indent each paragraph level every other tab, setting the first tab at .25. Do not use more than six tabs (no lower than the fifth subparagraph level).

C2.3.3.1.6. Implied Section. When there is no section heading, use an implied section concept. The paragraph number always starts at the second level of the numbering system regardless of whether or not you have a section heading.

C2.3.3.1.7. Enclosure Numbering. Apply the same numbering structure when identifying sections, paragraphs, or subparagraphs in an enclosure. You shall also place an E, showing that the information is in an enclosure, followed by the enclosure number, in front of the identifier. For example, when numbering an area in enclosure 1, place "E1." before the identifier.

C2.3.3.1.8. Attachment Numbering. Use the same numbering structure when identifying sections, paragraphs, or subparagraphs in an attachment to an enclosure. Place and E and the enclosure number plus an "A," showing that the information is in an attachment to an enclosure, followed by the attachment number, in front of the identifier. For example, when numbering an area in attachment 1 to enclosure 1 place "E1.A1." before the identifier. (See figure C2.F11., above.)

#### C2.3.3.2. Page Numbering

C2.3.3.2.1. Center the page number 1/2 inch from the bottom of the page, beginning with page 1.

C2.3.3.2.2. Number the pages consecutively with Arabic numerals from page 1 through the end of the document.

#### C2.3.3.3. Underlining

C2.3.3.3.1. Underline headings of sections, paragraphs, subparagraphs, enclosures, attachments, figures, and tables in DoD Directives. Do not underline to show emphasis. CAPITAL letters may be used for that purpose.

C2.3.3.3.2. Underline definitions and their abbreviations or acronyms (but not the meanings) in the DEFINITIONS section or enclosure 2 (when the list of definitions exceeds a half page).

C2.3.3.3.3. Underline the titles of key officials in the RESPONSIBILITIES section (but not the word "The" that precedes titles). (See subparagraph C2.3.1.1.8.2.4., above.)

C2.3.3.4. Bold Type and Italics. Do not use bold type for emphasis in DoD Directives. Use CAPITAL letters to emphasize a word or words in the text of Directives. You may use red italics in DoD Directives to indicate changes to the issuance. Otherwise, do not use italics.

C2.3.3.5. Bullets and Dashes. Do NOT use bullets and dashes in DoD Directives. All material shall have text or numbered identification.

C2.3.3.6. Figures, Forms, Graphics, and Tables. Do not use figures, forms, graphics, or tables in the text of a DoD Directive.

C2.3.3.7. Footnotes and Notes. Use footnotes to indicate where the reader must obtain the document, if it is not readily available through the DoD Directives System. Place an Arabic superscript immediately after the material you are footnoting with no intervening space. Define the footnote at the bottom of the page. Do not use the term "NOTE:" in DoD Directives.

C2.3.3.8. Editing Symbols. Editing symbols are identified in appendix 4.

C2.3.3.9. Change Bars. Use change bars in the margins of pages to identify changes on each line in DoD Directives.

Figure C2.F15. Sample DoD Directive



## Department of Defense DIRECTIVE

NUMBER 1225.7

June 6, 2001

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ASD(RA)

SUBJECT: Reserve Component Facilities Programs and Unit Stationing

- References: (a) DoD Directive 1225.7, "Reserve Component Facilities Programs and Unit Stationing," March 18, 1996 (hereby canceled)
- (b) Title 10, United States Code
  - (c) Title 32, United States Code
  - (d) DoD Instruction 4000.19, "Interservice and Intragovernmental Support," August 9, 1995
  - (e) DoD Directive 5125.1, "Assistant Secretary of Defense for Reserve Affairs," March 2, 1994
  - (f) DoD Instruction 1225.8, "Programs and Procedures for Reserve Component Facilities and Unit Stationing," September 6, 2001

### 1. REISSUANCE AND PURPOSE

This Directive:

1.1. Reissues reference (a) to update DoD policy and responsibilities for implementing references (b) and (c).

1.2. Provides for administering the facilities and unit stationing programs of the National Guard (the Army and the Air) and the Reserves (the Army, the Navy, the Air Force, and the Marine Corps) (hereafter referred to collectively as "the Reserve components").

1.3. Continues a Joint Service Reserve Component Facility Board (JSRCFB) in each of the 50 States, the District of Columbia, the Commonwealth of Puerto Rico, and the U.S. possessions and territories.

1.4. Provides for placement of Reserve component units of the Military Services in local communities.

## 2. APPLICABILITY AND SCOPE

This Directive:

2.1. Applies to the Office of the Secretary of Defense, the Military Departments (including the Coast Guard when, by agreement with the Department of Transportation, it is operating as a Military Service of that Department), the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter referred to collectively as "the DoD Components"). The term "Military Services," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

2.2. Does not apply to limiting the rights of Governors of States to fix the location of units of the National Guard in their respective borders, as authorized by 10 U.S.C. 18238 and 32 U.S.C. 104(a) (references (b) and (c)).

## 3. DEFINITIONS

3.1. Chiefs of the Reserve Components. The Chiefs of the Army, Naval, and Air Force Reserves; the Directors of the Army National Guard and the Air National Guard; and the Commander, Marine Forces Reserve, are hereafter referred to collectively as "chiefs of the Reserve components."

3.2. Joint Facility. A facility intended to be used by both the Active and a Reserve component of a single Armed Force of the United States; or two or more components (whether Active or Reserve components) of the Armed Forces of the United States.

3.3. Joint Service Reserve Component Facility Board (JSRCFB). A group established in each of the 50 States, the District of Columbia, the Commonwealth of Puerto Rico, and the U.S. possessions and territories, to meet at a minimum of once every 12 months to promulgate joint use of land and facilities by units of two or more components, to the greatest practicable extent for efficiency and economy. That shall include consideration for the acquisition, by purchase, lease, transfer, construction, expansion, rehabilitation, or conversion of facilities necessary for the proper development, training, operations, and maintenance of the Reserve components.

DODD 1225.7, June 6, 2001

JSRCFB composition consists of one appointed principal member and one alternate member from each Reserve component that has at least one unit in that State or territory.

#### 4. POLICY

It is DoD policy, subject to the overall national defense needs of the United States and the availability of appropriations, to:

4.1. Provide new and replacement facilities needed to support the missions of the Reserve components in the most economical manner to meet operational and training needs.

4.2. Require the Military Services to participate in a JSRCFB in each of the 50 States, the District of Columbia, the Commonwealth of Puerto Rico, and the U.S. possessions and territories in which they have at least one unit to ensure maximum practical joint construction and use for meeting Reserve component facility requirements, in accordance with Sections 18231(1)-18231(2) of reference (b).

4.3. Maximize both joint construction and common-use areas in joint facilities when practical and economically advantageous. In accordance with Section 18233(a)(2) of reference (b), joint facilities include two or more of any of the seven Reserve components, as defined in Section 10101 of reference (b).

4.4. Require the number of Reserve component units located or to be located in a local community to be no larger than the number that reasonably may be expected to be maintained at authorized strength, in accordance with 10 U.S.C. 18234(1) (reference (b)).

4.5. Require that any plan for placement of Reserve component units or facilities in a local community shall ensure the greatest practical joint facility use, in accordance with Section 18234(2) of reference (b).

4.6. Require that the manpower potential of the area be reviewed to determine adequacy for meeting and maintaining authorized or required officer and enlisted strengths. Considered in the review shall be the potential number of persons living in the area that may be qualified for membership in and have job skills required by those Reserve component units.

4.7. Ensure that requirements under paragraphs 4.4. and 4.5., above, and 4.14., below, and DoD Instruction 4000.19 (reference (d)), shall be met before making

expenditures for a Reserve component facility, in accordance with Sections 18233-18234 of reference (b).

4.8. Require a Military Department, when formulating a plan for the allocation of a Reserve component unit to a local community, where one of its units did not exist, or when considering an increase in structure or number of existing units, to coordinate proposed locations with the Secretaries of the other Military Departments.

4.9. Execute an agreement that establishes the equities and obligations, therein, between the U.S. Government and each State when a military construction (MILCON) project to be constructed on State-owned land is supported by a Federal contribution.

4.10. Require the Army National Guard JSRCFB member, appointed by the State Adjutant General, to be the Records Custodian for the JSRCFB.

4.11. Require an Active component to provide replacement facilities when it displaces a long term or permanently housed Guard or Reserve unit or activity if the facilities from which the Guard or Reserve unit was displaced are needed by the Reserve component to train for wartime missions. The Active component shall provide replacement facilities consistent with current Reserve component criteria, the unit's training requirements for wartime missions, and authorized strength. Replacement facilities shall be acceptable to the chief of the Reserve component of the unit being displaced and meet authorized space and functional area requirements.

4.12. Require host Active components to coordinate with all affected Reserve components impacted by base realignment and closure (BRAC) actions. That includes the development of plans for MILCON and other relocation actions and expenditures required by BRAC legislation in sufficient detail to support the Active component BRAC financial plan. Reserve components shall identify specific base closure program requirements, to include MILCON and other relocation requirements, to their host Active component.

4.13. Require adequate project scopes and cost estimates for Reserve component MILCON budget submissions.

4.14. Acquire land only when there is a clearly demonstrated need.

4.15. Require the Military Service, through command channels, to consider the advice of all military and civilian agencies concerned with Reserve component facilities, including the JSRCFBs.

4.16. Require the selection of a host Reserve component and establishment of minimum standards for each joint Reserve base and/or installation and/or enclave. A joint Reserve base and/or installation and/or enclave is defined as having more than one Reserve component.

4.17. Require the host Reserve component to ensure that there are no duplicate, nondeployable common service or support organizations on a joint Reserve base. For example, there shall be only one base support office, security force, fire department, fuel farm, facilities repair and maintenance activity, and, where practical, contracting, civilian personnel, transportation activity, and supply and maintenance warehousing. The host may appoint a tenant to direct a common activity consisting of the combined assets of all Services and Reserve components.

4.18. Require the joint Reserve base host Reserve component to conduct any out sourcing or privatization studies in coordination with the tenant components. Tenants, before initiating out sourcing or privatization studies, shall consult with the host Reserve component and other tenants to consolidate efforts.

4.19. Require an Inter-Service Support Agreement, Memorandum of Understanding, or Memorandum of Agreement, as applicable (DoD Instruction 4000.19, reference (d)), between host and tenant organizations on each joint Reserve base and/or installation and/or enclave. That document shall address the following:

4.19.1. Support requirements to include what support shall be provided on a reimbursable basis.

4.19.2. The basis for determining reimbursement amounts, and the billing and payment process.

4.19.3. The minimum standards established by the host Military Service, in accordance with paragraph 4.16., above.

4.19.4. All requirements above the minimum required standards of the host Military Service.

4.19.5. Pooling nondeployable support for maximum efficiencies.

4.19.6. The use of only one base support office, security force, fire department, fuel farm, facilities repair and maintenance activity, and, where practical, contracting, civilian personnel, transportation activity, and supply and maintenance

warehousing activity for each joint Reserve base and/or installation and/or enclave, unless a better value is available.

4.19.7. Methods to maximize value and life-cycle cost-effectiveness by privatizing or obtaining from municipalities services such as refuse collection and disposal, sewage treatment, water supply and treatment, fuel storage and supply, utilities, and heating and cooling.

## 5. RESPONSIBILITIES

5.1. The Assistant Secretary of Defense for Reserve Affairs, under the Under Secretary of Defense for Personnel and Readiness, shall:

5.1.1. Be responsible for analyzing and developing policy, and promulgating plans, programs, actions, and taskings for Reserve component facilities and joint Reserve bases and/or installations and/or enclaves consistent with DoD Directive 5125.1 (reference (e)) and shall resolve cases when complete coordination may not be effected under paragraphs 4.5. and 4.19., above.

5.1.2. Ensure that the Military Services properly establish a host Reserve component and provide adequate support to joint Reserve bases and/or installations and/or enclaves.

5.1.3. Review the minutes of each JSRCFB for compliance with this Directive.

5.2. The Secretaries of the Military Departments shall:

5.2.1. Establish plans, programs, budgets, and accounting procedures to support facilities construction and maintenance programs; develop and maintain adequate information systems to effectively manage the use of appropriated funds for supporting approved facility programs; report design and construction progress; and provide required reports on Reserve component facilities.

5.2.2. Provide required facilities based on authorized strength of assigned units, quantity and type of equipment and supplies, and established facilities criteria, according to 10 U.S.C. 18234 (reference (b)).

5.2.3. Require the chiefs of the Reserve components to certify that Reserve component units have been approved for stationing and that unit total on-board strength for proposed Reserve component facilities is adequate to ensure full facility use. It shall be a requirement that the average on-board strength for the previous 3 years be a

minimum of 75 percent of the total authorized strength before submission of the budget request to the OSD. The Secretaries of the Military Departments may grant waivers to that requirement.

5.2.4. Execute agreement and contribute Federal funds to the States for National Guard facilities consistent with applicable law and policy.

5.2.5. Issue licenses or permits for the use of Reserve component facilities by others, as authorized in Sections 18235-18236 of reference (b).

5.2.6. Approve operation and maintenance-funded minor construction, and maintenance and repair projects, in accordance with applicable law.

5.2.7. Approve projects using funds specifically identified as "minor construction," in accordance with 10 U.S.C. 2805 and 18233(a) (reference (b)), including all requirements for congressional committee notification.

5.2.8. Provide implementing instructions to, and ensure appointment of, their members to the JSRCFBs.

5.2.9. Coordinate with other Military Departments to ensure that placement of Reserve component units shall not effect adversely the ability of Reserve component units of the other Military Departments to obtain or maintain the manpower necessary for them to achieve satisfactory personnel readiness levels, and to ensure greatest practical use of any facility constructed or improved.

5.2.10. Ensure maximum use, maintenance, and repair of existing facilities, and coordination with other Military Services to determine availability and use of existing facilities and/or joint use of planned facilities.


5.2.11. Request approval of the Under Secretary of Defense for Acquisition, Technology, and Logistics, for major land acquisitions. Major land acquisition is the purchase, withdrawal from public domain, lease or permit from individuals or Government entities, or any other type of use agreement involving more than 1,000 acres, or land whose estimated purchase price or annual lease prices exceeds 1 million dollars.

5.2.12. Select the host Reserve component and establish the minimum standards for each joint Reserve base and/or installation and/or enclave.

5.2.13. Oversee the implementation of this Directive under DoD Instruction 1225.8 (reference (f)).

6. EFFECTIVE DATE

This Directive is effective immediately.



Paul Wolfowitz  
Deputy Secretary of Defense

### C3. CHAPTER 3

#### DoD INSTRUCTIONS AND DoD PUBLICATIONS

##### C3.1. HOW TO PREPARE DoD INSTRUCTIONS

###### C3.1.1. Organization of DoD Instructions (For samples see figures in Chapter 2)

###### C3.1.1.1. Headers (See figure C2.F1.)

C3.1.1.1.1. On the first page, place the DoD Instruction number in the upper right corner of the issuance. Below it, type your organization's abbreviation. On each following page, place the Instruction number 1/2 to 3/4 of an inch from the top of the page. Leave room for the full date after the Instruction number on all pages.

C3.1.1.1.2. The Directives Section shall assign a new Instruction a number after the PSA has signed it.

C3.1.1.1.3. The Directives Section shall place the date on all pages once the Instruction has been signed.

###### C3.1.1.2. Subject Line (See figure C2.F2.)

C3.1.1.2.1. Type the word "SUBJECT" in all caps. Then, state the Instruction's topic in no more than three lines and in block style.

C3.1.1.2.2. Write out a full name with the acronym or abbreviation beside it in parentheses.

C3.1.1.2.3. Do not use the exact same subject line for more than one issuance.

###### C3.1.1.3. References (See figure C2.F3.)

C3.1.1.3.1. List references in the order they appear in the text.

C3.1.1.3.2. Use a maximum of six references on the first page. If there are more than six, place the first four on the first page. (See figure C2.F3.)

C3.1.1.3.3. When a DoD Instruction or Publication contains more than 26 references, use a double lettering system; e.g., aa - az followed by ba - bz, etc. Do NOT use triple letters. (See figure C2.F3.)

C3.1.1.3.4. When you are canceling one issuance with another, place the words "hereby canceled" in parentheses after the date of the document; e.g., DoD Instruction 3990.2, "Verification of Logistical Support Process," April 30, 1989 (hereby canceled).

C3.1.1.3.5. When a reissued DoD Instruction continues to authorize a DoD Publication, cite the Publication.

C3.1.1.3.6. Do not cite Military Department or joint-Service publications in DoD Instructions that implement or authorize documents. You may refer to them in the text of DoD Publications.

C3.1.1.3.7. Use a footnote to show readers precisely where to find documents that are not readily available to all users in the DoD Directives System.

C3.1.1.3.8. Do not list unpublished material, such as drafts and documents that usually are not available to readers.

C3.1.1.3.9. Do not list documents that you are in the process of canceling.

#### C3.1.1.4. Legal Citations

C3.1.1.4.1. Use a DoD issuance as the reference citation when it has implemented an Executive order, public law, or other statute; e.g., use DoD Directive 5400.7, "DoD Freedom of Information Act Program," May 13, 1988.

C3.1.1.4.2. When you are implementing a specific statute that is in the United States Code (U.S.C.), list the U.S.C.; e.g., Section 1175 of title 10, United States Code. You may cite two or more sections; e.g., Sections 10605-10607 of title 42, United States Code.

C3.1.1.4.3. If the statute is not in a part of the U.S.C., use public law citation when it applies; e.g., Public Law 103-139, "Department of Defense Appropriations Act, 1994," November 11, 1993. Do not abbreviate Public Law in the reference section. In the text establish the abbreviation as Public Law (Pub. L.). Verify the proper statutory authority with the Office of the General Counsel, Department of Defense (OGC, DoD), during the drafting phase.

C3.1.1.4.4. Use the Code of Federal Regulations (CFR) citation when referencing a document that has been published in the CFR (e.g., Title 41, Code of Federal Regulations, Part 101.20, "Management of Buildings and Grounds," current edition); if it has not been, use the Federal Register citation.

C3.1.1.4.7. References as Enclosures. Do not include any documents you list in the references section as an enclosure.

C3.1.2. Guidelines for Sections of DoD Instructions. Develop those sections of DoD Instructions, as follows:

C3.1.2.1. REISSUANCE AND PURPOSE. Give the reason for the DoD Instruction, and identify the following (as shown in figure C2.F5.):

C3.1.2.1.1. State that the Instruction reissues, supersedes, or replaces another one.

C3.1.2.1.2. State that this Instruction authorizes (or, continues to authorize) a DoD Publication.

C3.1.2.1.3. Identify any DoD Executive Agent(s) who receive(s) responsibilities in the Instruction.

C3.1.2.1.4. Identify any boards, panels, etc., which this Instruction establishes.

#### C3.1.2.2. APPLICABILITY AND SCOPE

C3.1.2.2.1. Identify to whom the document applies. Use the standard wording for the applicability section.

C3.1.2.2.2. The scope must be in a separate paragraph or paragraphs in this section.

Figure C3.F1. Samples of the Applicability and the Applicability and Scope Section  
Standard Wording for the Applicability Section

**2. APPLICABILITY**

This Instruction applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as “the DoD Components”).

**Sample of Applicability and Scope That Includes the Commissioned Corps of the Public Health and the National Atmospheric Administration**

**2. APPLICABILITY AND SCOPE**

2.1. This Instruction applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as “the DoD Components”). The term “Military Services,” as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

2.2. This Instruction also applies to the Commissioned Corps of the Public Health and the National Atmospheric Administration, under agreements with the Departments of Health and Human Services and Commerce.

**C3.1.2.3. DEFINITIONS (if applicable). (See figure C2.F7.)**

C3.1.2.3.1. Define terms unique to this Instruction.

C3.1.2.3.2. Use Joint Pub 1-02 for military terms. Inform the Directives Section about terms that do not appear in Joint Pub 1-02, but that you feel need to be there.

C3.1.2.3.3. If terms are less than half a page, list them in this section of the Instruction. If the terms are more than half a page, list them in enclosure 2 if the continued reference listing is enclosure 1. If the reference listing is not used as enclosure 1 then identify the definitions section as enclosure 1.

C3.1.2.4. POLICY. DoD Instructions contain brief policy statements that are no more than one and two paragraphs long, which a higher-level document has already authorized.

Figure C3.F2. Sample Formats for the Policy Section

Brief Policy Statement

4. POLICY

It is DoD policy under reference (a) that relocation assistance be established to provide information and services to support DoD personnel and their families.

Policy Established in an Instruction

4. POLICY

This Instruction implements policy established in in DoD Directive 6789.10.

C3.1.2.5. RESPONSIBILITIES (See figure C2.F9.)

C3.1.2.5.1. Identify key officials who shall carry out the policy and procedures that the DoD Instruction identifies.

C3.1.2.5.2. In DoD Instructions, the Principal Staff Assistants (PSAs) assign responsibilities to the Deputy Under or Deputy Assistant Secretaries, the Directors of Defense Agencies, and the Directors of DoD Field Activities. The originating PSA may assign responsibilities to another DoD Component if a DoD Directive authorizes them to do so.

C3.1.2.5.3. When an Instruction assigns responsibilities for an Assistant Secretary of Defense (ASD), name the Under Secretary of Defense (USD) who has authority over them. (See figure C2.F9.)

C3.1.2.5.4. An originating ASD may not assign responsibilities to a USD who is overseeing them; rather, the USD is responsible for and shall sign the Instruction or Publication.

C3.1.2.6. PROCEDURES. In DoD Instructions, clearly outline procedures step by step, including how the user shall carry out the policy. Be precise and clear so that the DoD Components do not need to use implementing or supplementing documents.

C3.1.2.7. INFORMATION REQUIREMENTS (if applicable)

C3.1.2.7.1. In this section, identify forms, formats, reporting requirements or record-keeping systems for information that the Agency needs from the user. Also include statements about canceled information requirements.

C3.1.2.7.2. Refer to DoD Directive 8910.1 (reference (e)) for policies for managing and controlling required information.

C3.1.2.7.3. Use DoD 8910.1-M (reference (f)) for information on how you establish, revise, and cancel information requirements; obtain information from the public, non-DoD Federal Agencies and the DoD Components; and operate reports management programs. Contact the Director of Information Operations and Reports (DIOR), WHS, for help with information requirements.

C3.1.2.7.4. Use DoD Instruction 7750.7 (reference (g)) for information on policies for the DoD Forms Management Program. For help with forms, contact DIOR, WHS.

C3.1.2.7.5. Use DoD Directive 8320.1 and DoD 8320.1-M (references (h) and (i)) for information on policies and procedures for the DoD Data Elements and Codes Program. Contact the Office of the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence, for help with data elements and codes.

Figure C3.F3. Sample of Format for the Information Requirements Section

**6. INFORMATION REQUIREMENTS**

The information requirements prescribed in this Instruction have been assigned Report Control Symbol DD-P&L(A)670 in accordance with DoD 8910.1-M (reference (f)).

C3.1.2.8. EFFECTIVE DATE. Use the phrase, "This Instruction is effective immediately," unless you specify otherwise (see figure C2.F10.).

C3.1.2.9. Signature. The PSAs sign DoD Instructions.

C3.1.2.10. Enclosures. Use enclosures for material that you have not identified in the reference listing, but you do mention in the text of the issuance. They should be originals or camera-ready copies. List the enclosures on the signature page. Continued references are enclosure 1, and definitions are enclosure 2. Align the words "Enclosures - 2" flush with the left margin, indenting the list in increments 1/4 of an inch. Identify the enclosures using an "E" before the enclosure number. For example, enclosure 1 is identified using E1. preceding the title of the enclosure.

C3.1.2.11. Attachments To Enclosures. List attachments on the last page of an enclosure in the same manner as listing enclosures at the end of the main body of the Instruction. Attachments should be originals or camera-ready copies. (See figure C2.F11.)

C3.1.2.12. Use of "See." When "see" is used as directional material at the end of the sentence the phrase should be a stand-alone sentence, enclosed in parentheses.

Figure C3.F4. Sample of the Use of the Word "See"

**These procedures shall be implemented. (See paragraph C2.1.1.)**



Figure C3.F5. Sample DoD Instruction  
**Department of Defense**  
**INSTRUCTION**

NUMBER 6015.24

January 5, 2001

ASD(HA)

**SUBJECT:** Sizing of Graduate Medical Education (GME) and Program Closure  
Procedures

**References:** (a) Title 10, United States Code  
(b) DoD Directive 5136.1, "Assistant Secretary of Defense for Health  
Affairs (ASD(HA))," May 27, 1994

**1. PURPOSE**

This Instruction implements policy, assigns responsibilities and prescribes procedures under references (a) and (b) to close a GME program when a determination is made by the Services that such a program is no longer needed.

**2. APPLICABILITY**

This Instruction applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities and all other organizational entities within the Department of Defense (hereafter referred to collectively as "the DoD Components").

**3. DEFINITIONS**

**3.1. Graduate Medical Education (GME).** Physician education beginning after graduation from medical school and providing clinical and instructional training in general and specialty practice. GME may have as its goal the accomplishment of board certification in a specialty (e.g., pediatrics or orthopedics) or proficiency in an area of operational expertise (e.g., aerospace medicine or tropical medicine).

3.2. Program Director (PD). The physician designated as the "PD." The PD has responsibility for all aspects of physician education in the confines of a specialty program.

3.3. Trainee. The physician participating as a student in the GME program, often referred to as an "intern," "resident," or "fellow," or defined by the year of participation in the program; e.g., "Postgraduate Year 1;" etc.

#### 4. POLICY

It is DoD policy:

4.1. That the total proportion of active duty trainees to the total number of active duty physicians shall reflect requirements for training determined by the Services and validated by the Secretaries of the Military Services.

4.2. That when review of a medical department of a Military Service by the respective Surgeon General indicates that there may be excess physicians in training or excess training capacity, its GME training positions shall be adjusted, accordingly.

#### 5. RESPONSIBILITIES

5.1. The Assistant Secretary of Defense for Health Affairs shall:

5.1.1. Monitor implementation of this Instruction and issue such additional direction and guidance as may be necessary.

5.1.2. Authorize exceptions if deemed necessary.

5.2. The Secretaries of the Military Departments shall implement the requirements of this Instruction through the Surgeons General of the Military Departments.

#### 6. PROCEDURES

6.1. The following parameters shall be considered when deciding if a particular program or group of programs shall be maintained, changed, or closed:

6.1.1. The total number of physicians required by the Services in the specialty.

6.1.2. The accreditation status of the program. Strong consideration shall be given to maintaining a recent and fully accredited program over one on probation or facing reaccreditation.

6.1.3. Status of the military treatment facility (MTF) housing the program, such as whether it is scheduled for closing or redesignation as a community hospital or as an outpatient facility.

6.1.4. Relationship with other essential programs at the same facility, such as whether change or closure of the program will affect related or essential programs or whether changes in other programs affect the program. In cases (such as the National Capital Region and San Antonio) where GME programs are operated jointly by multiple facilities, consider also the relationship with programs at the affiliated facilities.

6.1.5. Participation in the program, including the extent to which the program has filled its residency positions every year for the past 4 years.

6.1.6. The cost of the program, including technology and equipment, special services, and ancillary requirements, and an assessment of the impact on the Defense Health Program budget.

6.1.7. Whether the training can be obtained more effectively through means other than the operation of a GME program at the facility.

6.1.8. Whether the MTF's beneficiary population provides the necessary clinical case mix to support the training program.

6.1.9. Impact on patient care at the MTF, including, where applicable, care under the "Specialized Treatment Services" or "Center of Excellence" programs.

6.1.10. Impact on readiness (both individual command and overall for the Service).

6.1.11. Impact on current trainees and provision for the completion of training for those trainees who shall be affected by a change in the program.

6.2. When an assessment using the parameters of section 6.1. indicates the appropriateness of closure of a GME program, the Military Department shall take the following steps:

6.2.1. The parent Service must coordinate with the Assistant Secretary of Defense for Health Affairs (ASD(HA)) and the TRICARE lead agent, including submission of a written summary of the assessment made.

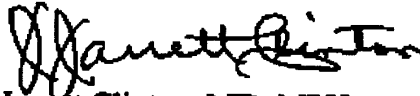
6.2.2. The parent Service shall undertake a dialogue with the local community, the line commanders, and local legislators to ensure that they are fully informed of the plans and understand the need and rationale for program closure.

6.2.3. The parent Service shall submit a plan for media management during and after announcement of program closure.

6.2.4. After coordination with the ASD(HA), the parent Service shall notify the Accreditation Council on GME, the PD, and the trainees of the action.

## 7. EFFECTIVE DATE

This Instruction is effective immediately.



J. Jarrett Clinton, MD, MPH  
Acting Assistant Secretary of Defense  
(Health Affairs)

## C3.2. HOW TO PREPARE DoD PUBLICATIONS

C3.2.1. Types of DoD Publications. The DoD Directives System identifies DoD Publications by letter suffixes. (See figure C3.F6.)

Figure C3.F6. Types of DoD Publications

Type	Suffix	Definition
Catalog	-C	A detailed listing that describes or indexes a collection of information.
Directory	-D	A list of information, such as addresses, functions, affiliations, usually in alphabetical order or by class.
Guide	-G	A DoD Publication that explains "how to" perform a certain task.
Handbook	-H	A concise reference book on technical, factual, or instructional material about a particular subject that is not likely to change.
Index	-I	An optional cross-reference tool that lists material to guide the user.
Inventory	-INV	A list that itemizes related material(s) or activities in a group.
List	-L	An itemized record or catalog of information.
Manual	-M	A document that outlines procedures and usually contains examples to help users perform specific tasks.
Module	-MOD	Specific learning objectives and activities that are self-instructional and self-paced. It may contain charts, graphs, fill-in blanks, and examples as learning aids.
Pamphlet	-PH	A DoD Publication of no more than 64 pages.
Plan	-P	A document that presents military details to prepare users in advance for an operation.
Regulation	-R	A document that implements, interprets, or prescribes procedures.
Standard	-STD	A publication containing technical directions and regulatory material.

C3.2.2. Organization of DoD Publications. Prepare DoD Publications, as follows. (See figure C3.F7.)

C3.2.2.1. Cover (See figure C3.F8.)

C3.2.2.1.1. The originating OSD Component designs the cover.

C3.2.2.1.2. Insert the following information:

C3.2.2.1.2.1. The DoD seal.

C3.2.2.1.2.2. The DoD Publication number (in the upper right corner). A DoD Publication carries the prefix "DoD" followed by its authorizing Directive or Instruction number, then a dash, and, finally, the capital letter identifying

the type of DoD Publication; e.g., "DoD 5025.1-M." When you need to issue a Publication that has no authorizing issuance, an existing Directive or Instruction shall be changed to authorize it.

C3.2.2.1.2.3. A brief title in 10 words or less. Do not use the same title as the DoD Directive or Instruction that authorizes it.

C3.2.2.1.2.4. The date (month and year) the DoD Publication is signed.

C3.2.2.1.2.5. The name of the responsible OSD Component centered at the bottom of the cover.

C3.2.2.1.2.5.1. Use the title of the PSA signing the foreword on the cover.

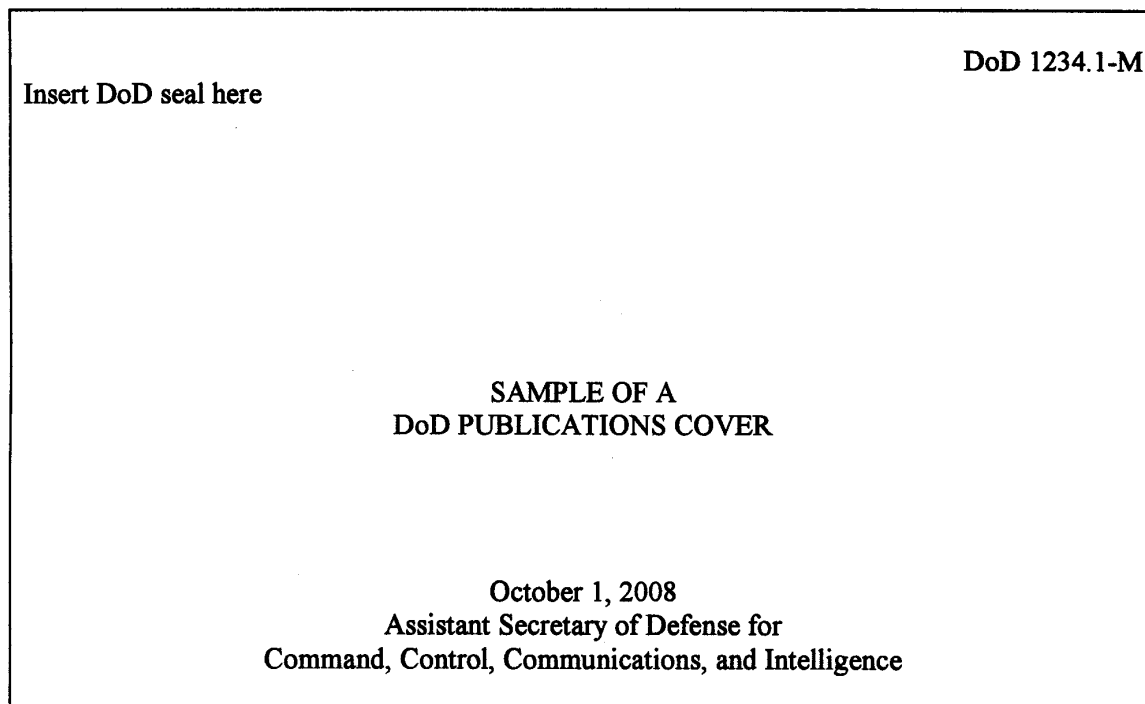
C3.2.2.1.2.5.2. If a designated Deputy Under Secretary or Deputy Assistant Secretary signs the foreword, use the name of the Office of the PSA; e.g., Office of the Assistant to the Secretary of Defense for Public Affairs.

C3.2.2.1.2.5.3. If officials from different organizations sign the foreword, the names of their organizations shall appear on the cover.

Figure C3.F7. Parts of a DoD Publication

<b>Front Cover</b>
<b>Foreword</b>
<b>Table of Contents</b>
<b>Reference List</b>
<b>Definitions</b>
<b>Abbreviations and Acronyms</b>
<b>Main Body of Text</b>
<b>Figures</b>
<b>Tables</b>
<b>Appendices</b>
<b>Back Cover</b>

Figure C3.F8. Sample DoD Publications Cover



C3.2.2.2. Front Matter. Use this to introduce the main parts of a DoD Publication. Type Publication number on the first line in the upper right corner, 1/2 inch from the top of the page, with the date that is on the cover directly beside it (e.g., DoD 5025.1-M, October 2001). Insert both on each page beginning with the front matter throughout the Publication. Number the pages consecutively throughout the Publication, beginning with page two, the Foreword.

C3.2.2.2.1. Foreword. The PSAs or the designated Deputy Under Secretary or Deputy Assistant Secretary shall prepare the foreword on letterhead, and date (with month, day, and year) and sign it. (See figure C3.F9.). The cover shall have the same month and year as the foreword. (See figure C3.F8.) Use plain bond if officials from different organizations sign the foreword. In the foreword, you shall:

C3.2.2.2.1.1. Identify the authorizing DoD Directive; or

C3.2.2.2.1.2. Include a cancellation statement if the DoD Publication reissues or incorporates other material, such as a DoD Instruction, or supersedes other documents. DoD Publications may not cancel or imply that they are canceling a DoD Directive. A DoD Publication may cancel and replace a DoD Instruction if the PSA who is responsible for the DoD Instruction signs the foreword.

C3.2.2.2.1.3. Include an effective date.

C3.2.2.2.1.4. Identify a mailing address where users may send comments or recommended changes.

C3.2.2.2.1.5. Identify the Internet address where the DoD Publication is available. Also identify secondary distribution of the Publication, such as the Defense Technical Information Center or National Technical Information Service (when applicable). (See section C3.3., below, and chapter 6).

Figure C3.F9. Sample of a DoD Publication Foreword

<p style="text-align: center;">[Use appropriate letterhead]</p> <p style="text-align: right;">[Insert date]</p> <p style="text-align: center;"><b>FOREWORD</b></p> <p>This Manual is issued under the authority of DoD Directive 1234.5, "Example of a DoD Publication," October 15, 2001. It prescribes the procedures on how to use an example.</p> <p>DoD 1234.5-M, "Sample of a DoD Publication Foreword," October 1, 1998, is hereby canceled.</p> <p>This Manual applies to the the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as "the DoD Components").</p> <p>This Manual is effective immediately and is mandatory for use by all the DoD Components.</p> <p>Send recommended changes to this Manual to the following address:</p> <p style="padding-left: 40px;">Office of the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) Office of Examples and Format, Room 7F345 9999 Defense Pentagon Washington, DC 20301-9999</p> <p>The DoD Components, other Federal Agencies, and the public may download this Manual from the Washington Headquarters Services web page at <a href="http://www.dtic.mil/whs/directives">http://www.dtic.mil/whs/directives</a>.</p>
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C3.2.2.2.2. Table of Contents. List the title and beginning page number of each part of the Publication. The table of contents shall not include title headings below the section level (unless there is no section level; in such case go no lower than the first main paragraph level). (See figure C3.F10.)

Figure C3.F10. Sample DoD Publication Table of Contents

DoD 5220.aa-M, January 1995	
<u>TABLE OF CONTENTS</u>	
	Page
FOREWORD	2
TABLE OF CONTENTS	3
REFERENCES	5
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C3.2.2.2.3. Figures (if applicable). List the titles of diagrams and illustrations that appear in the Publication on the figure page and their page number. (See figure C3.F10.)

C3.2.2.2.4. Tables (if applicable). List the titles and page numbers for tables on the table page. (See figure C3.F10.)

C3.2.2.2.5. References. List all documents and correspondence that you cited in the text in the order in which it is used. When you are canceling one issuance with another, place the words "hereby canceled" in parentheses after the date of the document; e.g., DoD Directive 3990.1, "Verification of Logistical Support," April 1, 1998 (hereby canceled)." A DoD Publication is authorized to cancel a DoD Instruction or another DoD Publication. It is not authorized to cancel a DoD Directive.

C3.2.2.2.5.1. Do not cite Military Department or joint-Service publications in DoD Publications. If they implement a DoD issuance you may refer to them in the text of DoD Publications.

C3.2.2.2.5.2. Use a footnote to show readers precisely where they may find documents that are not readily available to all users in the DoD Directives System.

C3.2.2.2.5.3. Do not list unpublished material, such as drafts and documents that usually are not available to readers.

C3.2.2.2.5.4. Do not list documents that you are in the process of canceling.

C3.2.2.2.6. Definitions (if applicable). List terms appearing in the DoD Publication with their meanings in alphabetical order. (For specific guidelines, see subparagraph C2.1.5.3., above, and figure C3.F10.)

C3.2.2.2.7. Abbreviations and/or Acronyms (if applicable). When the Publication has a large number of abbreviations and/or acronyms, create an alphabetical list that identifies them. (See figure C3.F10.).

#### C3.2.2.2.8. Legal Citations

C3.2.2.2.8.1. Use a DoD issuance as the reference citation when it has implemented an Executive order, public law, or other statute; e.g., use DoD Directive 5400.7, "DoD Freedom of Information Act Program," May 13, 1998.

C3.2.2.2.8.2. However, when you are implementing a specific statute that is in the United States Code (U.S.C.), list the U.S.C. Two or more sections of a title in the U.S.C. can be used as one reference; e.g., "Sections 10605-10607 of title 42, United States Code."

C3.2.2.2.8.3. If the statute is not in a part of the U.S.C., use public law citation when it is applicable; e.g., "Public Law 103-139, 'Department of Defense Appropriations Act, 1994,' November 11, 1993." Verify the proper statutory authority with the Office of the General Counsel, Department of Defense (OGC, DoD), during the drafting phase.

C3.2.2.2.8.4. Use the Code of Federal Regulations (CFR) citation when referencing a document that has been published in the CFR (e.g., Title 41, Code of Federal Regulations, Part 101.20, "Management of Buildings and Grounds," current edition); if it has not been finalized, use the Federal Register citation.

C3.2.2.2.9. Introduction (if applicable). You may include an introduction in the front matter if similar information does not appear in the foreword or the main body of the text. Include any introductory information within the first main body of the Publication (e.g., chapter, section, or part) rather than a separate entity in the front matter.

C3.2.2.2.10. Preface. Use a foreword instead of a preface.

C3.2.2.2.11. Acknowledgments. Do not include acknowledgments.

C3.2.2.2.12. Copyright Material. Only use copyright material with the copyright owner's written consent. You shall provide a copy of this to the Directives Section before they may publish the DoD Publication.

C3.2.2.2.13. Disclaimers. Do not use disclaimers.

C3.2.2.3. Main Body. Divide this part into chapters followed by sections, each with subject headings. You may divide sections into paragraphs and subparagraphs.

C3.2.2.4. Back Matter

C3.2.2.4.1. Appendices. List appendices at the end of the table of contents. (See figure C3.F10.)

C3.2.2.4.2. Bibliographies. Only use bibliographies when you need to refer users to documents for additional reading. Do not refer to bibliographic entries in the text or list them as cited references. Do not include bibliographies as appendices.

C3.2.2.4.3. Index. Use an index to list key words in a DoD Publication with references to their pages. Include the heading, subheadings, cross references, and page numbers in each index entry. Identify the index at the end of the table of contents.

### C3.3. STYLE AND FORMAT

#### C3.3.1. Writing Style

C3.3.1.1. Write DoD Instructions and Publications clearly and concisely. Organize their contents to address what the readers know, what they do not know, what they shall do with the information, and the results they expect to gain. Apply the following general principles and grammar:

C3.3.1.1.1. Use short simple words and limit sentences to one thought. Keep sentences brief (average of 20 or fewer words).

C3.3.1.1.2. Use parallel construction (the same grammatical structure for similar or related ideas).

C3.3.1.1.3. Write in the active voice (name an actor with the action immediately after) because it is more direct and forceful; e.g., "The Chair shall forward one information copy of the board meeting minutes to the members."

C3.3.1.1.4. When possible, use paragraph headings to highlight important concepts so the reader may see at a glance what the paragraph is about. Avoid long, rambling, and disjointed paragraphs, especially those with many subparagraphs.

C3.3.1.1.5. Helping Verbs. Use a helping verb to express the degree of obligation. (See table C3.T1.)

Table C3.T1. Use of Helping Verbs in DoD Instructions and Publications

<u>Helping Verb</u>	<u>Degree of Restriction</u>
Shall	Action is mandatory.
Should	Action is required, unless justifiable reason exists for not taking action.
May	Action is optional.

C3.3.1.1.6. Gender-Specific Language. Use the phrase "he and she," rather than writing "he" or "she" separately as generic pronouns. (See appendix 2.)

C3.3.1.1.7. Personal Pronouns. Do not use the personal pronouns "I" and "me."

C3.3.1.1.8. Abbreviations and Acronyms

C3.3.1.1.8.1. Use an abbreviation or acronym in parentheses after a term first appears, but only if you use it more than once. Generally, do not use the articles "the," "a," and "an" before abbreviations and acronyms; e.g., write "OSD" and "MARS," not "the OSD" and "a MARS" when used as a unit modifier or adjective.

C3.3.1.1.8.2. Exceptions to subparagraph C3.3.1.1.8.1., above:

C3.3.1.1.8.2.1. Department of Defense and United States. When using these terms as adjectives, write the abbreviations without parentheses. When using them as nouns, spell them out and omit the abbreviations. For example, "It is DoD policy to rely on the assistance of civilian employees within the Department of Defense. This policy has been implemented throughout the United States."

C3.3.1.1.8.2.2. Chairman of the Joint Chiefs of Staff; Joint Chiefs of Staff; or Joint Staff. Always use "the Joint Chiefs of Staff" in DoD Instructions and Publications.

C3.3.1.1.8.2.3. OSD Principal Staff Assistants. Identify those OSD officials who are Presidential appointments, Assistants to the Secretary of Defense, and OSD Directors or equivalents who report directly to the Secretary or Deputy Secretary of Defense.

C3.3.1.1.8.2.4. In the RESPONSIBILITIES section, spell out the title of a key official without using the abbreviation.

C3.3.1.1.8.2.5. Always use "the" when referring to "DoD Components."

C3.3.2. Sources of English Usage. Use the following order of authority when you have questions about punctuation, capitalization, spelling, numerals, and compound words, etc.:

C3.3.2.1. "List of Preferred Terms Used in DoD issuances." (See appendix 2.)

C3.3.2.2. "List of Hyphenated Unit Modifiers Used in DoD Issuances." (See appendix 3.)

C3.3.2.3. United States Government Printing Office Style Manual<sup>4</sup> and Word Division Supplement to that Manual (current editions).

C3.3.2.4. Webster's New Collegiate Dictionary (current edition).

C3.3.2.5. The Chicago Manual of Style.<sup>5</sup>

### C3.3.3. Format

#### C3.3.3.1. Numbering System

C3.3.3.1.1. Always use the DoD Directives System numbering system to identify where you are in the DoD Instruction or Publication, especially when you are looking at the document on a computer screen. (See figure C3.F11.)

C3.3.3.1.2. Do not use tabs between section, paragraph, and subparagraph numbers and the text. Use two spaces.

C3.3.3.1.3. Do not use the automated feature to generate section, paragraph, and subparagraph numbers in Microsoft Word.

C3.3.3.1.4. Use the three identifiers in the numbering system of section, paragraph, and subparagraph shown in figure C3.F11., below.

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<sup>4</sup>Copies may be obtained via the Internet at <http://www.access.gpo.gov/styleman>

<sup>5</sup>Copies may be obtained via the Internet at <http://www.bkstor.com>

Figure C3.F11. Example of the Numbering System for DoD Publications

C1.1. <u>SECTION</u>	Place a C, showing the information
C1.1.1. <u>Paragraph</u>	is in a chapter, followed by the chapter number, in
C1.1.1.1. <u>Subparagraph</u>	front of the identifier.
C1.1.1.1.1. <u>Subparagraph</u>	
C1.1.1.1.1.1. <u>Subparagraph</u>	
C1.1.1.1.1.1.1. <u>Subparagraph</u>	
C1.1.1.1.1.1.1.1. <u>Subparagraph</u>	

C3.3.3.1.5. Indent each paragraph level every other tab, setting the first tab at .25. Do not use more than six tabs (no lower than the fifth subparagraph level).

C3.3.3.1.6. Implied Section. When there is no section heading, use an implied section concept. The paragraph number always starts at the second level of the numbering system regardless of whether or not you have a section heading.

C3.3.3.1.7. Enclosure Numbering. In Publications, apply the same numbering structure when identifying sections, paragraphs, or subparagraphs in an enclosure. Place an E, showing that the information is in an enclosure, followed by the enclosure number, in front of the identifier. For example, when numbering an area in enclosure 1 place "E1." before the identifier.

C3.3.3.1.8. Appendix Numbering. In DoD Publications, apply the same numbering structure when identifying sections, paragraphs, or subparagraphs in an appendix. Place an AP, showing that the information is in an appendix, followed by the appendix number, in front of the identifier. For example, when numbering an area in appendix 2, place "AP2." before the identifier.

C3.3.3.1.9. Attachment Numbering. Use the same numbering structure when identifying sections, paragraphs, or subparagraphs in an attachment to an enclosure or an appendix. Place an E and the enclosure number, or an AP and the appendix number, plus an A, showing that the information is in an attachment to an enclosure or an appendix, followed by the attachment number, in front of the identifier. For example, when numbering an area in attachment 1 to enclosure 1, place "E1.A1." before the identifier, or when numbering an area in attachment 1 to appendix 1, place "AP1.A1." before the identifier. (See figure C2.F11.)

C3.3.3.1.10. Figure and Table Numbering. The same rules apply for figures and tables. For figures an "F" is used. For tables a "T" is used. (See figure C3.F10.)

#### C3.3.3.2. Page Numbering

C3.3.3.2.1. Center the page number 1/2 inch from the bottom of the page, beginning with page 1. For DoD Publications, the cover is numbered as page 1.

C3.3.3.2.2. Number the pages consecutively with Arabic numerals from page one through the end of the document.

#### C3.3.3.3. Underlining

C3.3.3.3.1. Underline headings of chapters, sections, paragraphs, subparagraphs, enclosures, figures, tables, and attachments in DoD Instructions and Publications. Do not underline to show emphasis (use all capital letters to show emphasis).

C3.3.3.3.2. Underline definitions and their abbreviations or acronyms (but not the meanings).

C3.3.3.3.3. Underline the titles of key officials in the RESPONSIBILITIES section (but not the word "The" that precedes titles or the abbreviation that follows).

C3.3.3.4. Bold Type and Italics. Do not use bold type for emphasis in DoD Instructions and DoD Publication. Use CAPITAL letters to emphasize a word or words in the text of Instructions and Publications. You may use red italics in DoD Instructions and Publications to indicate changes to the issuance. Otherwise, do not use italics.

C3.3.3.5. Bullets and Dashes. Do NOT use bullets and dashes in DoD Instructions and Publications.

C3.3.3.6. Figures, Graphics, and Tables. When figures, graphics, or tables are used:

C3.3.3.6.1. Place small figures, graphics, or tables on the same page close to the text they support. If a large figures, graphics, or tables are used in the issuance, place them on self-contained pages.

C3.3.3.6.2. Label, number as a figure or table, and refer to the figures and tables in the text. (See subparagraph C3.3.3.1.10.)

C3.3.3.6.3. Photographs, other graphics, and artwork for DoD Instructions and Publications shall be submitted with the final DoD Instruction or Publication for publishing. Photographs smaller than 8 1/2- by 11-inches shall be affixed to pages as page layouts.

C3.3.3.7. Forms. Camera-ready copies of DD and SD forms and good quality copies of other forms shall be submitted for publishing. Camera-ready copies of DD and SD forms are available from the DIOR, WHS. When a form is used as a graphic illustration, fill it out as an example to show how it should be used. Use the most recent edition of the form.

C3.3.3.8. Footnotes and Notes. Use footnotes to indicate where the reader may obtain the document, if it is not readily available through the DoD Directives System. Place an Arabic superscript immediately after the material you are footnoting with no intervening space. Define the footnote at the bottom of the page. (See subparagraph C3.3.2.3., above, for an example.) Do not use the term "NOTE:" in DoD Instructions and Publications.

C3.3.3.9. Editing Symbols. Editing symbols are identified in appendix 4.

C3.3.3.10. Change Bars. Use change bars in the margins of pages to identify changes on each line in DoD Instructions and Publications.

C4. CHAPTER 4  
CHANGES, REISSUANCES, CANCELLATIONS, AND CLASSIFIED  
DoD ISSUANCES

C4.1. CHANGES TO DoD ISSUANCES

C4.1.1. A change amends an existing DoD issuance. A published change implies that the entire issuance is current as of the date of the change. After five published changes, the DoD issuance shall be reissued. Interim changes or letter and memorandum notices of changes are not authorized for DoD issuances.

C4.1.2. Types of Changes

C4.1.2.1. Substantive Change. Amends an essential portion of a DoD Directive, Instruction, or Publication, such as policy, applicability, responsibilities, purpose, procedures, information requirements, and implementation.

C4.1.2.1.1. The Secretary or Deputy Secretary of Defense signs the original DoD Directive; therefore, either shall approve a substantive change to it (See figure C4.F1.). The PSA, or designated Deputy, signs the DoD Instruction and approves substantive changes. (See figure C4.F2.). The PSA or designated Deputy signs the foreword of the DoD Publication and approves the substantive changes. (See figure C4.F3.).

C4.1.2.1.2. Substantive changes shall be coordinated and forwarded for approval in the same way as an original DoD issuance. (See section C5.1. of Chapter 5, below).

C4.1.2.2. Administrative Change. Amends non-substantive portions of a DoD Directive, Instruction, or Publication, such as dates of references and organizational symbols.

C4.1.2.2.1. If an administrative change needs to be made because of an Executive, legislative, or secretarial requirement, it shall be coordinated with the GC, DoD.

C4.1.2.2.2. The PSA or Principal Deputy shall sign a memorandum for the Director, WHS, requesting that the amended text of a DoD issuance be issued. The memorandum shall state that the changes are administrative. The memorandum also shall state that the changes are incorporated into the attached DoD issuance. (See figures C4.F4. and C4.F5.).

C4.1.3. DoD Executive Agents. DoD Executive agents who are responsible for maintaining and updating DoD Publications shall comply with this chapter. Interim changes or letter and memorandum notices of changes are not authorized for DoD Publications.

#### C4.1.4. How to Make Changes

C4.1.4.1. On the first page of a DoD Directive or Instruction, above the organizational symbol in the upper right corner, or on the cover of a DoD Publication, above the organizational title, type "Administrative Reissuance Incorporating Change \_\_\_\_". In the footer, flush with the left margin, type "Change \_\_, (date)." The Directives Section established the category "Administrative Reissuance" to indicate when changes shall have been incorporated into the original DoD issuance. Also the category "Administrative Reissuance" indicates that less than 50 percent of the original issuance has changed, and a new date and signature are not required. The word "Administrative" in the category "Administrative Reissuance" does NOT indicate that the changes are administrative in nature.

C4.1.4.2. The changed DoD issuance shall carry its original approval date and signature block. The change number and date shall be placed on the changed issuance, as specified in subparagraph C4.1.4.1., above. The Directives Section shall incorporate the change number and date once the applicable officials approve the change. The Directives Section shall also incorporate the original signature block into the changed issuance.

C4.1.4.3. Action officers shall insert changed information into the existing DoD issuance using the editing tools in their wordprocessing program.

C4.1.4.4. Changed information shall appear in red italics.

C4.1.4.5. Changed and removed information shall be indicated with marginal change bars.

C4.1.4.6. Deleted information shall be indicated with a strike through during the coordination process. Once the issuance has been finalized and processed for web publishing, users shall only see a change bar where information has been deleted.

C4.1.4.7. The changed issuance shall be forwarded for coordination and processing. The SD Form 106 shall be used to coordinate substantive changes. A memorandum for the Director, WHS, signed by the PSA or Principal Deputy, is used to coordinate administrative changes.

## C4.2. REISSUANCES

C4.2.1. Areissuance is done when 50 percent or more of a DoD issuance is changed.

C4.2.2. When the reissuance results from administrative or substantive changes, it shall be coordinated in the same way, as prescribed in section C5.1. of Chapter 5, below, and signed.

C4.2.3. When the reissuance results from administrative changes to a DoD Directive, the originating OSD Component shall prepare the reissuance and a Cover Memorandum for the Deputy Secretary of Defense. The Cover Memorandum shall recommend signature on the reissuance, state that the changes to the Directive are administrative in nature, and list the GC, DoD, as a coordinator. (See figure C4.F4.) For a DoD Instruction, the reissuance and a Memorandum for the Director, WHS, shall be signed by the PSA or Principal Deputy. The Memorandum shall indicate that the changes to the DoD Instruction are administrative in nature and, if necessary, contain the coordination of the GC, DoD. (See figure C4.F5.)

## C4.3. CANCELLATIONS

C4.3.1. The Secretary or Deputy Secretary of Defense signs the original DoD Directive; therefore, either shall approve its cancellation. The PSA signs the DoD Instruction and Publication and shall approve their cancellations.

C4.3.2. Since coordination is necessary to cancel a DoD issuance, follow the guidance in section C5.1. of Chapter 5, below. The Cover Memorandum for the Deputy Secretary of Defense to cancel a DoD Directive (figure C4.F6.) or the Memorandum for Director, WHS, to cancel a DoD Instruction or Publication (figure C4.F7.) shall contain the following information:

C4.3.2.1. The reason for the cancellation.

C4.3.2.2. The results of the coordination.

C4.3.2.3. For a classified DoD issuance, downgrading instructions or a statement that the issuance shall continue to be handled according to the original security classification level. Provide the Directives Section with a distribution list and mailing address labels for notifying holder of the issuance. (See Chapter 6.)

C4.3.2.4. A specific cancellation statement for a DoD Publication authorized by the DoD Directive or Instruction to be canceled. If the DoD Publication is to remain in effect, the following applies:

C4.3.2.4.1. Include a statement to change an existing DoD Directive or Instruction in the same subject area, adding language that authorizes the continued life of the Publication and redesignates the Publication number to reflect the new authorizing DoD Directive or Instruction; or

C4.3.2.4.2. Include a statement indicating that a new DoD Directive or Instruction authorizing the DoD Publication shall be issued within 120 days or that an existing DoD Directive or Instruction shall be amended authorizing the DoD Publication within 60 days.

C4.3.2.5. A cancellation statement for Report Control Symbols and any forms contained in the DoD Directive or Instruction to be canceled.

C4.3.3. The cancellation notices are issued by the Director, C&D, using SD Forms 106-1 and 106-2 after the cancellation has been approved.

#### C4.4. CLASSIFIED DoD ISSUANCES

C4.4.1. As prescribed by DoD 5200.1-R and DoD 5200.1-PH (references (j) and (k)) classified DoD issuances shall follow these procedures:

C4.4.1.1. An abbreviated security classification of the DoD issuance shall precede the DoD issuance number. (i.e., DoD Directive C-1234.5).

C4.4.1.2. The abbreviated security classification of the title is indicated in parentheses after the subject or title. When the subject or title is unclassified, place "(U)" at the end of it; if classified, use the applicable security classification symbol.

C4.4.1.3. The security classification is indicated for each section, paragraph, and subparagraph throughout the text.

C4.4.1.4. The security classification markings at the top and bottom of each page indicating the highest security classification of the page, except page 1, which shall reflect the highest security classification used in the entire issuance. Use adhesive security classification labels or large type in capital letters, but do not stamp the security classification markings. You may indicate security markings in the header and footer of the DoD issuance.

C4.4.1.5. Annotate warning notices and restrictive markings, if necessary.

C4.4.1.6. Annotate the "Classified By" line and declassification and downgrading instructions at the bottom of the FIRST page of the issuance.

C4.4.2. For distribution of classified DoD issuances, see Chapter 6.

Figure C4.F1. Cover Memorandum for a Substantive Change to a DoD Directive

<p>[Use appropriate letterhead]</p>
<p>[insert date and time]</p>
<p><b>FOR: DEPUTY SECRETARY OF DEFENSE</b></p>
<p><b>FROM: JOHN E. DOE, ASD(C3I)</b></p>
<p><b>SUBJECT: Approval of Change to DoD Directive 1234.7, "How to Prepare a Change Memorandum"</b></p>
<ul style="list-style-type: none"><li>• The attached Directive changes the existing DoD Directive 1234.7, "How to Prepare a Change Memorandum," dated January 24, 1999. This change to the Directive implements and integrates the requirements of the Clinging-Clapper Act. It provides policies and delineates responsibilities.</li><li>• This Directive has been formally coordinated. Although comments were received, all DoD Components, except AT&amp;L concurred with the Directive as written. AT&amp;L's concerns have been addressed in the attached Directive. The non-concurrence has been resolved.</li></ul>
<p><b>RECOMMENDATION:</b> That you approve the changes to the Directive at Tab A</p>
<p><b>COORDINATION:</b> The list of coordinating officials is attached at Tab B.</p>
<p><b>Attachments:</b> As stated</p>
<p><b>Prepared by:</b> Janie Z. Zimmerman, OASD(C3I)/ODCIO, 703-605-9999, extension 123</p>

Figure C4.F2. Cover Memorandum for a Substantive Change to a DoD Instruction

<p style="text-align: center;">[Use appropriate letterhead]</p> <p style="text-align: right;">[insert date and time]</p> <p><b>MEMORANDUM FOR DIRECTOR, WASHINGTON HEADQUARTERS SERVICES</b></p> <p><b>SUBJECT: Approval of Change to DoD Instruction 1234.7, "How to Prepare a Change Memorandum to a DoD Instruction"</b></p> <ul style="list-style-type: none"><li>• The attached Instruction changes the existing DoD Instruction 1234.7, "How to Prepare a Change Memorandum," dated January 24, 1999. This change to the Instruction implements and integrates the requirements of the Clinging-Clapper Act. It provides policies and delineates responsibilities.</li><li>• This Instruction has been formally coordinated. Although comments were received, all DoD Components, except AT&amp;L concurred with the Instruction as written. AT&amp;L's concerns have been addressed in the attached Instruction. The non-concurrence has been resolved.</li></ul> <p><b>RECOMMENDATION:</b> That you issue the Change to the Instruction at Tab A</p> <p><b>COORDINATION:</b> The list of coordinating officials is attached at Tab B.</p> <p><b>Attachments:</b> As stated</p> <p><b>Prepared by:</b> John Doe, OASD(C3I)/ODCIO, 703-605-9999, extension 123</p>
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Figure C4.F3. Memorandum for a Substantive Change to a DoD Publication

<p style="text-align: center;">[Use appropriate letterhead]</p> <p style="text-align: right;">[insert date and time]</p> <p>MEMORANDUM FOR DIRECTOR, WASHINGTON HEADQUARTERS SERVICES</p> <p>SUBJECT: Approval of Change to DoD 1234.7-M, "How to Prepare a Change Memorandum to a Publication"</p> <ul style="list-style-type: none"><li>• The attached Publication changes the existing DoD 1234.7-M, "How to Prepare a Change Memorandum," dated January 24, 1999. This change to the Publication implements and integrates the requirements of the Clinging-Clapper Act. It provides policies and delineates responsibilities.</li><li>• This Publication has been formally coordinated. Although comments were received, all DoD Components, except AT&amp;L concurred with the Publication as written. AT&amp;L's concerns have been addressed in the attached Publication. The non-concurrence has been resolved.</li></ul> <p>RECOMMENDATION: That you issue the Change to the Publication at Tab A</p> <p>COORDINATION: The list of coordinating officials is attached at Tab B.</p> <p>Attachments: As stated</p> <p>Prepared by: John Doe, OASD(C3I)/ODCIO, 703-605-9999, extension 123</p>
--

Figure C4.F4. Memorandum for an Administrative Change to a DoD Directive

<p style="text-align: center;">[Use appropriate letterhead]</p> <p style="text-align: right;">[insert date and time]</p> <p>MEMORANDUM FOR: DEPUTY SECRETARY OF DEFENSE</p> <p>FROM: JOHN E. DOE, ASD(C3I)</p> <p>SUBJECT: Administrative Change to DoD Directive 1234.8, "How to Prepare an Administrative Change Memorandum"</p> <ul style="list-style-type: none"><li>• The attached Directive changes the existing DoD Directive 1234.8 "How to Prepare an Administrative Change Memorandum," dated January 24, 1999. This change to the Directive updates references and makes organizational changes.</li><li>• This Change is administrative in nature therefore no coordination is required.</li></ul> <p>RECOMMENDATION: That you issue the Change at Tab A</p> <p>COORDINATION: None.</p> <p>Attachments: As stated</p> <p>Prepared by: John Doe, OASD(C3I)/ODCIO, 703-605-9999, extension 123</p>
--

Figure C4.F5. Memorandum for an Administrative Change to a DoD Instruction or a DoD Publication

<p style="text-align: center;">[Use appropriate letterhead]</p> <p style="text-align: right;">[insert date and time]</p> <p><b>MEMORANDUM FOR WASHINGTON HEADQUARTERS SERVICES</b></p> <p><b>SUBJECT:</b> Administrative Change to DoD Instruction 1234.8, "How to Prepare an Administrative Change Memorandum"</p> <ul style="list-style-type: none"><li>• The attached Instruction changes the existing DoD Instruction 1234.8 "How to Prepare an Administrative Change Memorandum," dated January 24, 1999. This change to the Instruction updates references and makes organizational changes.</li><li>• This Change is administrative in nature therefore no coordination is required.</li></ul> <p><b>RECOMMENDATION:</b> That you issue the Change at Tab A</p> <p><b>COORDINATION:</b> None.</p> <p><b>Attachments:</b> As stated</p> <p><b>Prepared by:</b> John Doe, OASD(C3I)/ODCIO, 703-605-9999, extension 123</p>
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Figure C4.F6. Action Memorandum to Cancel a DoD Directive

<p>[Use appropriate letterhead]</p>
<p>[insert date and time]</p>
<p><b>FOR: DEPUTY SECRETARY OF DEFENSE</b></p>
<p><b>FROM: JOHN E. DOE, ASD(C3I)</b></p>
<p><b>SUBJECT: Approval of Cancellation of DoD Directive 1234.7, "How to Prepare a Change Memorandum"</b></p>
<ul style="list-style-type: none"><li>• Request approval to cancel DoD Directive 1234.7, "How to Prepare a Change Memorandum," dated January 24, 1999. The Directive has served the purpose for which it was issued and is no longer required.</li><li>• This Directive has been formally coordinated. All concurred.</li></ul>
<p><b>RECOMMENDATION:</b> That you approve the cancellation of the Directive at Tab A</p>
<p><b>COORDINATION:</b> The list of coordinating officials is attached at Tab B.</p>
<p><b>Attachments:</b> As stated</p>
<p><b>Prepared by:</b> Janie Z. Zimmerman, OASD(C3I)/ODCIO, 703-605-9999, extension 123</p>

Figure C4.F7. Action Memorandum to Cancel a DoD Instruction or a DoD Publication

<p style="text-align: center;">[Use appropriate letterhead]</p> <p style="text-align: right;">[insert date and time]</p> <p><b>MEMORANDUM FOR:</b> DIRECTOR, WASHINGTON HEADQUARTERS SERVICES</p> <p><b>SUBJECT:</b> Cancellation of DoD Instruction 1234.7, "How to Prepare a Change Memorandum to a DoD Instruction"</p> <ul style="list-style-type: none"><li>• Request cancellation of DoD Instruction 1234.7, "How to Prepare a Change Memorandum," dated January 24, 1999. The Instruction has served the purpose for which it was issued and is no longer required.</li><li>• This Instruction has been formally coordinated. All concurred.</li></ul> <p><b>RECOMMENDATION:</b> That you approve the cancellation of the Instruction at Tab A</p> <p><b>COORDINATION:</b> The list of coordinating officials is attached at Tab B.</p> <p><b>Attachments:</b> As stated</p> <p><b>Prepared by:</b> John Doe, OASD(C3I)/ODCIO, 703-605-9999, extension 123</p>
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## C5. CHAPTER 5

### COORDINATION AND SUBMISSION OF FINAL ISSUANCES FOR SIGNATURE

#### C5.1. COORDINATION

DoD issuances (or reissuances) shall be forwarded to the Heads of the DoD Components, who have mutual or related responsibilities for review and concurrence or comments. A substantive reissuance that revises essential portions of a DoD Directive, Instruction, or Publication, such as policy, applicability, responsibilities, purpose, procedure, and information requirements shall be coordinated. An administrative reissuance that revises non-substantive portions of a DoD issuance, such as dates of references and organizational symbols, is not coordinated. If an administrative reissuance is done to comply with Executive, Legislative, or Secretarial requirements, or if the reissuance is a DoD Directive, it shall be coordinated with the GC, DoD.

##### C5.1.1. SD Form 106, "DoD Directives System Coordination Record"

C5.1.1.1. The SD Form 106 shall be used for coordination of DoD issuances. A separate SD Form 106 shall be used for each DoD issuance. (See figure C5.F1.) The SD Form 106 shall be used to forward draft DoD issuances to the DoD Components for coordination. Paper copies may be obtained from the OSD Publications Counter. The electronic version may be obtained at <http://web1.whs.osd.mil/icdhome/SDEFORMS.HTM>. A coordination suspense date of 30 working days (minimum) shall be established, unless statutory or Secretarial requirements dictate an earlier suspense.

C5.1.1.2. The SD Form 106 shall be filled out completely and signed by the PSA or the Principal Deputy.

##### C5.1.1.3. Copy Requirements

C5.1.1.3.1. The action officer shall provide four copies of the DoD issuance and SD Forms 106 to the Directives Section for mandatory coordination by the DA&M, OSD. Additionally, one virus-free 3.5-inch diskette of the DoD issuance in MS-Word 97 (or higher) or in ASCII format shall be provided.

C5.1.1.3.2. The action officer shall provide one copy of the draft issuance and SD Form 106 to other intended coordinators.

C5.1.1.4. Signature on the SD Form 106 indicates concurrence without comment. When comments are forwarded a memorandum shall be used and the SD Form 106 may be dispensed with.

C5.1.2. Mandatory Coordinations. All DoD issuances and substantive reissuances shall be coordinated with the DA&M, OSD; the GC, DoD; and the IG, DoD.

C5.1.3. DoD Directive. DoD Directives shall be coordinated at the highest level. The following paragraphs identify the level of coordination for DoD Directives:

C5.1.3.1. OSD Components. OSD coordinating officials shall be at the level of PSA or Principal Deputy. If an ASD is under the oversight authority of a USD, the USD may solicit comments from the ASD and include such comments in the USD coordination.

C5.1.3.2. Military Departments. Coordination shall be at the level of Assistant Secretary or Principal Secretariat officials.

C5.1.3.3. Chairman of the Joint Chiefs of Staff. Coordination for the Chairman of the Joint Chiefs of Staff shall be at the level of the Director or the Vice Director, Joint Staff.

C5.1.3.4. Combatant Commands. Coordination by the Commanders of the Combatant Commands shall be included in the coordination of the Chairman of the Joint Chiefs of Staff.

C5.1.3.5. Defense Agencies. If a Director of a Defense Agency is under the oversight authority of a PSA, the PSA may solicit comments from the Director and include such comments in the PSA coordination. The Directors of the National Security Agency and the Central Intelligence Organization shall be coordinating officials.

C5.1.4. DoD Instructions or DoD Publications. DoD Instructions shall be coordinated with the Heads of the DoD Components who have mutual or related responsibilities. Coordination is encouraged at the same coordinating level for DoD Directives. The PSA who authorizes the staffing of a DoD Instruction or Publication may accept coordination from officials at the Deputy Under Secretary, Deputy Assistant Secretary, or equivalent level, who coordinate on subjects within their areas of expertise and responsibility.

C5.1.5. Recoordination. Coordinations 6 months old or older shall be recoordinated. When circumstances prevent recoordination, the reason for the delay

shall be stated in the cover memorandum. When there is a new PSA since coordination took place, recoordination of the DoD Directive, Instruction, or Publication with new PSA is required.

C5.1.6. Assumed Concurrence. When efforts have failed to obtain a response on a DoD Directive from a DoD Component, the problem shall be addressed in the action memorandum.

C5.1.7. Non-concurrence. A non-concurrence shall be resolved by a second coordination with the particular DoD Component concerned. Unresolved non-concurrences shall be addressed in the action memorandum.

C5.1.8. Split DoD Issuance. When it is necessary to divide a DoD issuance into two separate DoD issuances after coordination has been obtained the following rules apply:

C5.1.8.1. When the original DoD issuance was a DoD Directive, no additional coordination is required (assuming the applicable signature level was obtained).

C5.1.8.2. When the original DoD issuance was a DoD Instruction, additional coordination is required.

C5.1.8.3. Explain in the action memorandum the reason for the division; e.g., that the division was necessary to comply with DoD policy in this Manual on the size and nature of DoD issuances or on the recommendation of the GC, DoD. The original signed coordination shall be used for the DoD Directive. Copies of the coordination shall be used for the DoD Instruction and/or Publication.

#### C5.1.9. Administrative Coordination

C5.1.9.1. When an administrative reissuance is made to comply with Executive, Legislative, or Secretarial requirement, coordination is required.

C5.1.9.2. When an administrative reissuance is made to revise non-substantive portions such as dates, references, organizational symbols, etc., no coordination is required.

C5.1.10. Unions Granted National Consultation Rights. DoD issuances that contain substantive changes in conditions of employment, including personnel policies and practices and other personnel matters that affect DoD civil service and non-appropriated fund civilian employees will be forwarded to the unions for comment. Assistance in this coordination requirement may be obtained from the

Office of Civilian Personnel Policy and Equal Opportunity, Office of the Under Secretary of Defense for Personnel and Readiness.

## C5.2. SUBMISSION OF FINAL ISSUANCE FOR SIGNATURE

C5.2.1. The originating OSD Component shall prepare and proofread the final, single-spaced issuance.

C5.2.2. The originating OSD Component shall assemble the issuance in a final package (original set and one copy) composed of the following documents and as listed in subparagraph C5.2.2.1.1.2.

### C5.2.2.1. Action Memorandum

C5.2.2.1.1. General Guidelines. The Principal Staff Assistant must sign the action memorandum.

#### C5.2.2.1.1.1. Format

C5.2.2.1.1.1.1. Submit on letterhead.

C5.2.2.1.1.1.2. Limit to one page, unless issue is complex and requires greater explanation.

C5.2.2.1.1.1.3. Use short, concise and clear bullet statements

C5.2.2.1.1.1.4. Font: Times New Roman, 12 pitch.

C5.2.2.1.1.1.5. Use 1.5 spaces between bullets.

C5.2.2.1.1.1.6. Number pages bottom center.

C5.2.2.1.1.1.7. Do not staple or use clam clips to ASSEMBLE.

C5.2.2.1.1.1.8. Address memorandums to either the Secretary or Deputy Secretary (DoD Directives); do not route through the Deputy to the Secretary. Address memorandums to the Director, Washington Headquarters Services (Instructions or DoD Publications).

C5.2.2.1.1.1.9. If an action memorandum is addressed to the Secretary, the Executive Secretary will determine whether it will be provided to the Deputy Secretary by initialing the appropriate block on the memo.

C5.2.2.1.1.1.10. An acronym may be used after it is spelled out.

#### C5.2.2.1.1.2. Preparation

C5.2.2.1.1.2.1. The action memorandum.

C5.2.2.1.1.2.2. TAB A: The DoD issuance to be signed.

C5.2.2.1.1.2.3. TAB B: Background material (if applicable).

C5.2.2.1.1.2.4. TAB C: One virus-free diskette.

C5.2.2.1.1.2.5. TAB D (or last tab in package): List of Coordinating Officials. Abbreviations for frequently used ranks in the Service are shown in the following table:

Table C5.T1. Abbreviations For Frequently Used Ranks in the Services

<u>Rank</u>	<u>Army</u>	<u>Navy</u>	<u>Air Force</u>	<u>Marine Corps</u>
O-5	LTC	CDR	LtCol	LtCol
O-6	COL	CAPT	Col	Col
O-7	BG	RADM	Brig Gen	Bgen
O-8	MG	RADM	Maj Gen	MajGen
O-9	LTG	VADM	Lt Gen	LtGen
O-10	GEN	ADM	Gen	Gen

C5.2.1.1.2.6. Original coordinations **MUST** be included in the final package. They are **NOT** included forwarded in the final DoD Directive package. All coordinations are maintained in the Directives Section.

#### C5.2.2.1.1.3. Coordination

C5.2.2.1.1.3.1. Coordination with the Director, Administration and Management, the General Counsel, Department of Defense, and the Inspector General, Department of Defense are mandatory for ALL DoD issuances.

C5.2.2.1.1.3.2. Include name, organization, position, and date coordinated. Concurrences must be obtained from the Head of the OSD Component involved, or, in their absence, the Principal Deputy.

C5.2.2.1.1.3.3. List all non-concurrences and include non-concurrence comments as a part of the coordination tab.

C5.2.2.1.1.3.4. If coordination was attempted, but not accomplished, then it should be stated on the coordination sheet; provide the amount of time allotted.

C5.2.2.1.1.3.5. All original coordinations must be forwarded to the Director, Washington Headquarters Services, as a part of the final package. When the original is not available, the action officer shall include the remarks, "I hereby certify that this is a true copy of an authentic original." Indicate "accepted" or "rejected" in the margin of each comment received. When a comment is rejected, provide a brief reason for the rejection.

C5.2.2.2. For classified DoD issuances, the action memorandum shall indicate that a distribution list, mailing address labels, and SD Forms 120 are attached.

C5.2.3. Computer Diskettes. One virus-free 3.5-inch diskette of the DoD issuance in MS-Word 97 or higher or in ASCII format. Each diskette shall be labeled with a file name.

C5.2.4. The Distribution List, Mailing Address Labels, and SD Forms 120. For classified DoD issuances a distribution list, two sets of mailing address labels, and completed SD Forms 120 shall be provided.

### C5.3. FINAL REVIEW AND SIGNATURE ON DoD DIRECTIVES

C5.3.1. The final package (the original set and one copy) shall be provided to the Directives Section for final review and forwarding to the Deputy Secretary of Defense.

C5.3.2. Incomplete staff work or discrepancies in the final package shall be returned to the OSD Component for correction.

C5.3.3. When the Deputy Secretary of Defense signs the DoD Directive, it is returned to the Directives Section for processing.

### C5.4. FINAL REVIEW AND SIGNATURE ON DoD INSTRUCTIONS AND PUBLICATIONS

C5.4.1. The OSD Component shall forward an unsigned pre-final package to the Directives Section.

C5.4.1.1. The Directives Section shall review the final and have the DoD Instruction or DoD Publication prepared for placement on the Internet.

C5.4.1.2. The pre-final package is returned to the originating office.

C5.4.2. The final (the original set and one copy) DoD Instruction or Publication package shall be forwarded to the Directives Section for final review before the originating OSD Component sends it to the PSA for signature. Once the Directives Section has completed their final review, they shall return the final package to the originating OSD Component to obtain the signature of the PSA.

C5.4.3. Incomplete staff work or discrepancies in the final package shall be returned to the originating OSD Component for correction.

C5.4.4. The Directives Section shall arrange for the publishing of the Instruction or Publication, provide an advanced copy of the signed DoD Instruction or Publication to the originating OSD Component, and retain the coordination papers.

Figure C5.F1. Sample of an SD Form 106, "DoD Directives System Coordination Record"

DOD DIRECTIVES SYSTEM COORDINATION RECORD					
(Please read instructions on back before completing form.)					
1. SECURITY CLASSIFICATION (X one)		3. TYPE OF DOD ISSUANCE (X one)		4. TYPE OF ACTION (X one)	
<input type="checkbox"/> TOP SECRET	<input type="checkbox"/> CONFIDENTIAL	<input type="checkbox"/> DOD DIRECTIVE	<input type="checkbox"/> NEW	<input type="checkbox"/> CHANGE	
<input type="checkbox"/> SECRET	<input type="checkbox"/> UNCLASSIFIED	<input type="checkbox"/> DOD INSTRUCTION	<input type="checkbox"/> REISSUANCE	<input type="checkbox"/> CANCELLATION	
2. DOD ISSUANCE NUMBER		<input type="checkbox"/> DOD PUBLICATION	5. COORDINATION SUSPENSE DATE (YYYYMMDD)		
		<input type="checkbox"/> ADMINISTRATIVE INSTRUCTION (A)			
6. SUBJECT (Title of Issuance)			7. PURPOSE AND REMARKS		
8. FEDERAL REGISTER PUBLICATION REQUIRED (X one) (If Yes, identify the legislative requirements to publish in Item 7.)					
<input type="checkbox"/> YES <input type="checkbox"/> NO					
9. REPORTING REQUIREMENTS (X all that apply) (Provide additional reports control information in Item 7.)					
<input type="checkbox"/> OMB <input type="checkbox"/> RCS <input type="checkbox"/> IRCN					
10. FORMS PRESCRIBED (X one) (If Yes, list form number(s) and title(s) in Item 7.)					
<input type="checkbox"/> YES <input type="checkbox"/> NO					
11. PRIVACY REQUIREMENTS (X one) (If Yes, identify requirements in Item 7.)			12. ACTION OFFICER		
<input type="checkbox"/> YES <input type="checkbox"/> NO					
13. AUTHORIZING OFFICER (OSD Principal Staff Assistant or Principal Deputy)			a. NAME (Last, First, Middle Initial)		
a. NAME (Last, First, Middle Initial)			b. OFFICE DESIGNATION		c. ROOM NUMBER
b. TITLE		c. DATE SIGNED	d. TELEPHONE (Include Area Code)	e. E-MAIL ADDRESS (Optional)	
14. COORDINATING OFFICIALS (DoD Directives are coordinated at the highest level to include Principal Staff Assistant or Principal Deputy, Chairman Joint Chiefs of Staff, and the Secretary or Principal Secretariat of the Military Departments. The "X" is preprinted in boxes for the MANDATORY COORDINATORS (General Counsel, DoD; Inspector General, DoD; and the Director of Administration and Management, OSD). Sign and print or type name.)					
UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND TECHNOLOGY DIR DEFENSE RESEARCH AND ENGINEERING ATSD FOR NUCLEAR CHEMICAL BIOLOGICAL DIR DEFENSE ADVANCED RESEARCH PROJECTS AGENCY DIR DEFENSE SPECIAL WEAPONS AGENCY DIR BALLISTIC MISSILE DEFENSE ORGANIZATION DIR ON-SITE INSPECTION AGENCY DIR DEFENSE LOGISTICS AGENCY DIR OFFICE OF ECONOMIC ADJUSTMENT			ASSISTANT SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS DIR AMERICAN FORCES INFORMATION SERVICE  <input checked="" type="checkbox"/> GENERAL COUNSEL, DEPARTMENT OF DEFENSE DEFENSE LEGAL SERVICES AGENCY  <input checked="" type="checkbox"/> INSPECTOR GENERAL, DEPARTMENT OF DEFENSE		
UNDER SECRETARY OF DEFENSE FOR POLICY ASD (INTERNATIONAL SECURITY AFFAIRS) ASD (INTERNATIONAL SECURITY POLICY) ASD (SPECIAL OPERATIONS/LOW-INTENSITY CONFLICT) ASD (STRATEGY AND REQUIREMENTS) DIR DEFENSE POW/MIP OFFICE DIR DEFENSE TECHNOLOGY SECURITY ADMINISTRATION DIR DEFENSE SECURITY ASSISTANCE AGENCY			DIRECTOR OPERATIONAL TEST AND EVALUATION  ASSISTANT TO THE SECRETARY OF DEFENSE FOR INTELLIGENCE OVERSIGHT  <input checked="" type="checkbox"/> DIRECTOR OF ADMINISTRATION AND MANAGEMENT, OSD (4 copies)		
UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS ASD (FORCE MANAGEMENT POLICY) ASD (HEALTH AFFAIRS) ASD (RESERVE AFFAIRS) DIR DEFENSE COMMISSARY AGENCY DIR DEPARTMENT OF DEFENSE EDUCATION ACTIVITY DIR DEPARTMENT OF DEFENSE HUMAN RESOURCES ACTIVITY DIR DEFENSE MEDICAL PROGRAMS ACTIVITY DIR TRICARE MANAGEMENT ACTIVITY			SECRETARY OF THE ARMY  SECRETARY OF THE NAVY  SECRETARY OF THE AIR FORCE  CHAIRMAN OF THE JOINT CHIEFS OF STAFF		
UNDER SECRETARY OF DEFENSE (COMPTROLLER) DIR PROGRAM ANALYSIS AND EVALUATION DIR DEFENSE CONTRACT AUDIT AGENCY DIR DEFENSE FINANCE AND ACCOUNTING SERVICE			DIRECTOR NATIONAL IMAGERY AND MAPPING AGENCY  DIRECTOR NATIONAL SECURITY AGENCY/CHIEF, CENTRAL SECURITY AGENCY		
ASSISTANT SECRETARY OF DEFENSE FOR COMMAND, CONTROL, COMMUNICATIONS, AND INTELLIGENCE DIR DEFENSE INTELLIGENCE AGENCY DIR DEFENSE SECURITY SERVICE DIR DEFENSE INFORMATION SYSTEMS AGENCY			OTHER (Identify)  OTHER (Identify)		
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE AFFAIRS			OTHER (Identify)		

SD FORM 106, APR 1998 (EG)

PREVIOUS EDITION IS OBSOLETE.

Designed using Perform Pro, WHS/DIOR, Mar 98

## INSTRUCTIONS FOR COMPLETING SD FORM 106

**ITEM 1. SECURITY CLASSIFICATION**

Place an "X" in the appropriate box to indicate the security classification of the DoD issuance.

**ITEM 2. DOD ISSUANCE NUMBER**

For a new DoD issuance, enter a four-digit subject number, followed by a decimal point and a double alphabetical designation, e.g., 9876.aa (see Chapter 9 of DoD 5025.1-M). For a reissuance, enter the same number that is assigned to the existing DoD issuance. If the reissuance cancels the existing DoD issuance and one or more other DoD issuances, leave this item blank for completion by the Directives and Records Branch, WHS. For a change to or cancellation of a DoD issuance, enter the existing number of the DoD issuance.

For new AIs, leave this item blank for completion by the Directives and Records Branch, WHS. For an AI reissuance, enter the same number that is assigned to the existing AI. If the AI reissuance cancels the existing AI and one or more other AIs, leave this item blank for completion by the Directives and Records Branch, WHS. For a change to or cancellation of an AI, enter the existing number of the AI.

**ITEM 3. TYPE OF ISSUANCE**

Place an "X" in the appropriate box to indicate the type of DoD issuance. For types of DoD Publications, see Chapter 3 of DoD 5025.1-M. See AI No. 78 for guidance on AIs.

**ITEM 4. TYPE OF ACTION**

Place an "X" in the appropriate box to indicate the type of action prescribed for the DoD issuance.

**ITEM 5. COORDINATION SUSPENSE DATE**

Enter the date that the coordination must be received by the originating OSD Component. The date must be 30 working days from the date in Item 13.c. unless Executive Office, legislative, or Secretarial requirements dictate otherwise.

**ITEM 6. SUBJECT** (*Title of Issuance*)

Enter the subject of the DoD Directive, DoD Instruction or AI, or the title of the DoD publication.

**ITEM 7. PURPOSE AND REMARKS**

Enter the reason for the action and provide any supplementary or background information to support the action.

**ITEM 8. FEDERAL REGISTER PUBLICATION REQUIRED**

Place an "X" in the appropriate box to indicate whether the DoD issuance must be published in the Federal Register as a rule. If yes, identify the legislative requirements to publish in Item 7. See Chapter 8 of DoD 5025.1-M and DoD Directive 5400.9.

**ITEM 9. REPORTING REQUIREMENTS**

Place an "X" in all boxes that apply. Provide additional reports control information in Item 7.

**ITEM 10. FORMS PRESCRIBED**

Place an "X" in the appropriate box to indicate whether the DoD issuance prescribes or references forms. If yes, list form number(s) and title(s) in Item 7.

**ITEM 11. PRIVACY REQUIREMENTS**

Place an "X" in the appropriate box to indicate whether the DoD issuance addresses matters relating to the collection, maintenance, use or dissemination of personal information regarding U.S. citizens or aliens admitted for permanent residence. If yes, then the Privacy Act of 1974 and implementing regulatory authority apply, and formal coordination with the Defense Privacy Office will be obtained by DA&M.

**ITEM 12. ACTION OFFICER**

Enter the action officer's name, office designation, room number, telephone number, and e-mail address (*optional*).

**ITEM 13. AUTHORIZING OFFICER** (*OSD Principal Staff Assistant or Principal Deputy*)

Obtain the signature of the OSD Principal Staff Assistant or Principal Deputy, enter the official's name and title, and insert the date of the signature.

**ITEM 14. COORDINATING OFFICIALS**

Place an "X" in the appropriate boxes to indicate which DoD Components should coordinate on the DoD Issuance. If the DoD Issuance should be reviewed by DoD officials, who are under the cognizance of an Under or Assistant Secretary of Defense, make recommendations in Item 7. The "X" is preprinted in boxes for the mandatory coordinators (General Counsel, DoD; the Inspector General, DoD; and the Director of Administration and Management, OSD.). DoD Directives are coordinated at the highest level to include Principal Staff Assistant or Principal Deputy, Chairman Joint Chiefs of Staff, and the Secretary or Principal Secretariat of the Military Departments. For guidance on the appropriate signature level of the coordinating officials, see Chapter 4 of DoD 5025.1-M.

Figure C5.F2. Sample of the List of Coordinating Officials

**LIST OF COORDINATING OFFICIALS FOR DoD DIRECTIVE 1234.5,  
“Sample of a List of Coordinating Officials”**

Assistant Secretary of Defense (Acquisition, Technology and Logistics)	Edward C. Aldridge	August 10, 2001
Under Secretary of Defense for Policy	Douglas J. Feith	July 20, 2001
Under Secretary of Defense (Personnel and Readiness)	David Chu	July 27, 2001
General Counsel, DoD	William J. Haynes, II	August 7, 2001
Inspector General, DoD	Robert J. Liebermann	May 17, 2001
Director of Administration and Management, OSD	David O. Cooke	July 8, 2001

Figure C5.F3. Sample of an Action Memorandum

<p style="text-align: center;">[Use appropriate letterhead]</p> <p style="text-align: right;">[insert date and time]</p> <p>FOR: DEPUTY SECRETARY OF DEFENSE</p> <p>FROM: JOHN E. DOE, ASD(C3I)</p> <p>SUBJECT: Approval of DoD Directive 1234.6, "How to Prepare an Action Memorandum"</p> <ul style="list-style-type: none"><li>• The attached Directive updates the existing DoD Directive 1234.6, "How to Prepare a Cover Memorandum," dated January 24, 1999. This Directive is the single DoD document that implements and integrates the requirements of the Clinging-Clapper Act. It provides policies and delineates responsibilities.</li><li>• This Directive has been formally coordinated. Although comments were received, all DoD Components, except AT&amp;L concurred with the Directive as written. AT&amp;L's concerns have been addressed in the attached Directive. The non-concurrence has been resolved.</li></ul> <p>RECOMMENDATION: That you sign the Directive at Tab A</p> <p>COORDINATION: The list of coordinating officials is attached at Tab B.</p> <p>Attachments: As stated</p> <p>Prepared by: Janie Z. Zimmerman, OASD(C3I)/ODCIO, 703-605-9999, extension 123</p>
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## C6. CHAPTER 6

### PRINTING AND DISTRIBUTION

#### C6.1. UNCLASSIFIED DoD ISSUANCES

C6.1.1. Unclassified issuances are no longer printed and distributed in hard copy. They are posted on the Directives Section unclassified web site located at <http://www.dtic.mil/whs/directives>. This web site is available to all users, including the public.

C6.1.2. Issuances shall be placed on the web site in the following formats:

C6.1.2.1. Standard Generalized Markup Language (SGML). Users shall need to have the Panorama viewer installed on their machines to view and print this format.

C6.1.2.2. Portable Document Format (PDF). Users shall need to have the Adobe Acrobat reader [b4]installed on their machines, version 3.0 or higher, to view and print this format. Also, users shall need to check the "shrink to fit" option on the print screen for version 3.0 of the reader, or the "fit to page" option for version 4.0 of the reader to print many of the PDF files

C6.1.2.3. American Standard Code for Information Interchange (ASCII) Text. Users shall need nothing more than a bROWser, i.e., Netscape or Internet Explorer, to view and print this format. Graphics shall not appear in the ASCII text file.

#### C6.2. CLASSIFIED AND SENSITIVE DoD ISSUANCES

C6.2.1. Classified and sensitive (i.e., FOR OFFICIAL USE ONLY) issuances are printed and distributed in hard copy. They shall not be placed on the unclassified web site. OSD Components placing classified or sensitive DoD issuances on the SIPRNET site shall notify the Directives Section of the web address and the posting date.

C6.2.2. The originating OSD Component shall provide the Directives and Records Division with the following material:

C6.2.2.1. A distribution list containing the complete mailing addresses of the intended recipients, including an attention line and the number of copies to be provided. (Include two copies for the Directives Section, 1111 Jefferson Davis Highway, Suite 501, Arlington, Virginia, 22202, and ten copies for the OSD Publications Counter.

C6.2.2.2. Two sets of mailing address labels containing the complete mailing address for each intended recipient and the number of copies to be distributed. The two sets of mailing address labels are required for internal and external wrappings of classified material. The addresses and number of copies on the mailing address labels and distribution list shall be identical. The mailing address labels shall contain the name of the DoD Components, not the name of an individual.

C6.2.2.3. SD Forms 120 with completed entries in TO, FROM, Classification, Description of Material being transferred, and number of Originals blocks, as shown in figure C6.F1., below:

Figure C6.F1. SD Form 120

OSD RECEIPT FOR CLASSIFIED MATERIAL				
TO: (Title of Office or Organization) <b>Defense Mapping Agency</b>			Number <b>KXXAAXX</b>	
ATTN: <b>Materiel Management Division</b>				
FROM: (Office and Telephone) <b>OUSD(A) MCL</b>		Classification <b>SECRET RD</b>	Date of Transfer	
Description of Material being Transferred (Do Not Enter Classified Info)				
DoD Directive S-999.10 Nothing Follows ////////////////////////////////// //////////////////////////////////// ////////////////////////////////////				
(Copy Info (For Copy Numbered Items, Use Inclusive Copy Nos. With # Sign)				
No. of Originals <b>2</b>	No. of Carbons <b>0</b>	No. of Repro Cys <b>0</b>	No. of Encls <b>0</b>	No. Cys of each Encl <b>0</b>
Date Received	Typed Or Printed Name and Signature of Recipient			

SD Form 120, JUL 85 Courier Copy, to be retained by Courier

C6.2.2.4. Use the Defense Postal Service format for the distribution list and mailing addresses labels as shown below in figure C6.F2., below.

Figure C6.F2. Sample Distribution List for S-0101.50

COMPENSATION AND SALARY DIRECTORATE ATTN: FISCAL REVIEW DIVISION ROOM 2A286 UNDER SEC DEF FOR PERSONNEL AND READINESS 4000 DEFENSE PENTAGON WASHINGTON, DC 20301-4000	5 cys
DEFENSE LOGISTICS AGENCY ATTN: MATERIAL MANAGEMENT DIVISION BUILDING 113, ROOM 301 BOLLING AIR FORCE BASE WASHINGTON, DC 20332	1 cy

### C6.2.3. Access to Classified and Sensitive DoD Issuances

C6.2.3.1. The originating OSD Component shall ensure that addressees have the appropriate level of security clearance and need-to-know for access to classified DoD issuances and that the mailing address labels are correct.

C6.2.3.2. After the initial printing and distribution of a classified or sensitive DoD issuance, the originating OSD Component shall approve other requests in writing. The originating OSD Component is responsible for issuing TOP SECRET issuances to requesters.

C6.2.4. Reprints of Classified and Sensitive DoD Issuances. If additional copies of a classified or sensitive DoD issuance are required, the originating OSD Component shall provide a written request to the Directives Section.

Figure C6.F3. Sample Memorandum for Reprint of a Classified DoD Issuance

<p style="text-align: center;">[Use appropriate letterhead]</p> <p style="text-align: right;">[insert date and time]</p> <p>MEMORANDUM FOR DIRECTOR, WASHINGTON HEADQUARTERS SERVICES</p> <p>SUBJECT: Reprint of DoD Instruction S-6789.10, "How to Prepare a Reprint Request," July 30, 1998</p> <ul style="list-style-type: none"><li>• Request 75 copies of DoD Instruction S-6789.10 be reprinted.</li><li>• This Instruction is provides the procedures to training maneuvers and is required by all newly employed panel workers. There are no copies available at this time.</li><li>• A distribution list and mailing labels are attached.</li><li>• The point of contact for this Instruction is Jane Doey, 703-601-2345.</li></ul> <p>Attachments: As stated</p> <p>Prepared by: Jane Doey, OASD(C3I)/ODCIO, 703-601-2345, extension 456</p>
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AP1. APPENDIX 1SAMPLES OF FORMAT AND STYLE OF REFERENCE CITATIONS FREQUENTLY USED IN  
DoD ISSUANCES

REFERENCE CITATION	FORMAT USED IN REFERENCE(S) SECTION	FORMAT USED IN TEXT
Code of Federal Regulations	Title 32, Code of Federal Regulations, Part 40, "Standards of Conduct," current edition	32 CFR 40
Decisions of the Comptroller General	Decisions of the Comptroller General, Volume 9, page 23, 1989	9 C.G. 23 (1989) (Volume 9 of the C.G.)
	Decisions of the Comptroller General, File B-211373, March 20, 1985	C.G. File B-211373
DoD Directive	DoD Directive 1990.2, "Injury Compensation for DoD Employees," March 10, 1980	DoD Directive 1990.2
DoD FAR Supplement (Defense FAR Supplement)	Defense FAR Supplement, current edition	DFARS
	Defense FAR Supplement, Subpart 25.9, "Omission of Examination of Records Clause," April 1984	DFARS, Subpart 25.9 (Subpart 25.9 of the DFARS)
DoD Instruction	DoD Instruction 1995.1, "Labor Unions and Management Agreements," December 2, 1988	DoD Instruction 1995.1
DoD Publication	DoD 1990.2-R, "Regulations on Injury Compensation for DoD Employees," August 1981, authorized by DoD Directive 1990.2, June 16, 1980	DoD 1990.2-R
Executive Order	Executive Order 12564, "Drug-Free Workplace," September 15, 1986	E.O.12564
Federal Acquisition Circular	Federal Acquisition Circular 85-49, "Free Enterprising with Incentive," July 1, 1987	FAC 85-49
Federal Acquisition Regulation,	Federal Acquisition Regulation current edition	FAR
	Federal Acquisition Regulation, Part 10, "Supply and Demand," current edition	FAR, Part 10 (Part 10 of the FAR)
Federal Personnel Manual	Federal Personnel Manual, Chapter 930, "Programs for Specific Positions"	FPM, Chapter 930 (Chapter 930 of the FPM)
Federal Register	Federal Register, Volume 10, page 12345, June 10, 1993	10 FR 12345
Joint Travel Regulations	Joint Federal Travel Regulations, Volume 1, "Uniformed Service Members," current edition	JFTR, volume 1
	Joint Travel Regulations, Volume 2, "Department of Defense Civilian Personnel," current edition	JTR, volume 2
Joint Military Publications	AR 320-3/AFR 50-1 O/OPNAVINST 3200.25, "DoD Food Program," September 5, 1985	AR 320-3/AFR 50-10/OPNAVINST 3200.25
Manual for Courts-Martial	Manual for Courts-Martial, United States, 1984	MCM, 1984
	Manual for Courts-Martial, United States, Paragraph 44, 1989	44 MCM, 1989

REFERENCE CITATION	FORMAT USED IN REFERENCE(S) SECTION	FORMAT USED IN TEXT
Memoranda	Secretary of Defense Memorandum, "Regulatory Relief Task Force," October 15, 1989	Secretary of Defense Memorandum
	Assistant Secretary of Defense for Health Affairs Memorandum, "Healthcare for Employees," May 13, 1993	ASD(HA) Memorandum
Memorandum of Understanding	Memorandum of Understanding between the Department of Defense and the Department of Education, August 16, 1982	MOU
Military Handbook	MIL-HNBK-453, "Emergency Traffic Control," December 20, 1982	MIL-HNBK-453
Military Specification	MIL-E-876, "Repair Levels for Electronic Modules," February 11, 1989	MIL-E-876
Military Standard	MIL-STD-672A "Aviation Calibrations," June 9, 1986	MIL-STD-672A
National Decision Paper	National Decision Paper 1, "Disclosure of Nothing," September 8, 1981	NDP 1
National Security Decision Directive	National Security Decision Directive No.18, "International Trade and Transfer," July 2, 1990	NSDD 18
Office of Management and Budget Bulletin	Office of Management and Budget Bulletin No. 81-17, "Debt Collection," April 27, 1981	OMB, Bulletin 81-17
Office of Management and Budget Circular	Office of Management and and Budget Circular No. A-73, "Audit of Federal Operations and Programs," March 15, 1978	OMB Circular A-73
Public Law	Public Law 92-463, "Federal Advisory Committee Act," October 6, 1972	Pub. L. 92-463 (1972)
	Public Law 88-647, "Reserve Officers" Training Vitalization Act of 1964," October 13, 1964, as amended	Pub. L. 88-647 Corps (1964)
	Title II of Public Law 91-441, "Independent Research and Development," September 10, 1981 (84 Stat. 905)	Pub. L. 91-441 (1981), Title II
	Section 8070 of Public Law 102-172, "The Department of Defense Appropriations Act for Fiscal Year 1992," November 26, 1991	Pub. L. No. 102-172 (1992), Section 8070

United States Code	Title 5, United States Code	5 U.S.C.
	Chapter 30 of title 10, United States Code	Chapter 30 of 10 U.S.C.
	Subchapter III of title 10, United States Code.	Subchapter III of 10 U.S.C.
	Section 2451 of title 10, United States Code	Section 2451 of 10 U.S.C. or 10 U.S.C. 2451
	Section 1756 <u>et seq.</u> <sup>1</sup> of title 12, United States Code.	Section 1756 <u>et seq</u> of 12 U.S.C. or 12 U.S.C. 1756 <u>et seq</u>
	Section 1757(a) of title 12, United States Code	Section 1757(a) of 12 U.S.C. or 12 U.S.C. 1757(a)
	Sections 1751-1755 <sup>2</sup> of title 12, United States Code	Sections 1751-1755 of 12 U.S.C. or 12 U.S.C. 1751-1755
	Section 1756 of title 12, United States Code, note	Section 1756 of 12 U.S.C., note or 12 U.S.C. 1756 note
	Appendix II of title 50, United States Code	50 U.S.C. App. II
	Section 801-940 of title 10, United States Code, Uniform Code of Military Justice.	Sections 801-940 of 10 U.S.C. or 10 U.S.C. 801-940

<sup>1</sup> Use et seq when there are numerous divisions, such as sections or chapters, that are not continuous.

<sup>2</sup> Et seq is not used since the sections are few and continuous.

AP2. APPENDIX 2LIST OF PREFERRED TERMS USED IN DOD ISSUANCES

AP2.1.1. The following is a glossary of terminology, form, and style to ensure that DoD Issuances are prepared in a text that is in simple language, consistent, and clear. Use Joint Pub 1-02 (reference (a)) for military and associated terms.

<u>Term</u>	<u>Preferred Usage or Comment</u>
	<u>A</u>
a great deal of	much
a minimum of	at least
a number of	some
abrogate	do away with, abolish
accelerate	speed up, hasten
accompanied by	with
accompany	go with
accomplish	do
accorded	given
accordingly	so, then
accrue	increase, collect
acronyms	Once the acronym has been established, usually the first time the word or phrase with the acronym is introduced, use the acronym consistently throughout the text.
activate	start, drive, turn on
active duty	Includes active duty for training. To exclude the training, say "active duty (other than for training)."
Active Reserve	capitalized
active service	Use when referring to military experience that may be credited toward promotion or retirement. Do not use "active duty."
adjacent to	next to
advantageous	helpful
affect	to influence (See "effect.")
affix	put, attach
afford an opportunity	allow, let
after the conclusion of	after
aggregate	total, sum
all of	all
ambassador	lowercase
ameliorate	improve
antedate	precede

<u>Term</u>	<u>Preferred Usage or Comment</u>
antithesis	opposite, contrast
any of	any
any place	anywhere
apparent	clear, plain
appendix	plural, "appendices"
appreciable	many
approximately	about, close, near
are in receipt of	received
Armed Forces	capitalized
Armed Forces of the United States	Used to denote collectively all components of the Army, the Navy, the Air Force, the Marine Corps, and the Coast Guard. <sup>1</sup> (Also referred to as the "United States Armed Forces.")
Armed Services	Armed Forces or Military Services
arrived at a decision	decided
as a basis for	for
as a matter of fact	in fact
as a means of	to
as a result of	because of
as of	by
as prescribed by	under
as to whether	whether
ascertain	find out, learn
assignment	Refers to an order to a particular duty, organization, or station for a long or indefinite time.
assist	help, aid
assure	ensure
at all times	always
at an early date	soon
at the present time	now
at the time of	during
attached hereto	attached
attains the age of ..	becomes .. years old
attempt	try
augment	raise, expand, add to, extend, enlarge, increase

<sup>1</sup> When it is operating as a Military Service in the Navy or under agreement with the Department of Transportation when it is not operating as a Military Service in the Navy. (Use either one.)

<u>Term</u>	<u>Preferred Usage or Comment</u>
<u>B</u>	
based on the fact that	because
be cognizant of	know
before-mentioned	Avoid
benefit	help
biannual, biennial	"Biannual," like "semiannual," means twice a year. "Biennial" means every 2 years.
bimonthly	every 2 months ("Semimonthly" is used to express twice monthly.)
businessman, businesswoman	business executive, manager, entrepreneur, business owner
by means of	by, with
by virtue of	by, under
<u>C</u>	
calculate	compute
can	Action is optional.
cease	stop
chairman, chairwoman	chair
circumlocutions	Avoid pairs of words having the same effect, such as: "any and all" "authorized and empowered" "by and with" (except for Senate confirmation cases) "each and all" "each and every" "final and conclusive" "full and complete" "full and adequate" "full force and effect" "null and void" "order and direct" "over and above" "sole and exclusive" "terms and conditions" "type and kind" "unless and until"  Avoid pairs of words, as shown below, one of which includes the other. Instead, use the broader or the narrower term, as the meaning requires. "any and all" "authorized and directed" "desire and require" "means and includes" "necessary or desirable"

<u>Term</u>	<u>Preferred Usage or Comment</u>
close proximity	near
Coast Guard, U.S.	When referring to the U.S. Coast Guard while it is under the Secretary of the Navy (in war), say "the Coast Guard when it is operating as a Service in the Navy." When referring to the Coast Guard while it is under the Secretary of Transportation (in peace), say "the Coast Guard under agreement with the Department of Transportation when it is not operating as a Service in the Navy."
cognizant of	aware of, know, understand, comprehend
coincidentally	at the same time
combine	join
comes into conflict	conflicts
commence	begin
committeeman	committee member
compare	Use "compare to" when discussing similarities between objects that are different; use "compare with" when discussing similarities or differences between objects that are the same.
concerning	about, on
conclude	end, close
Congressman, Congressperson	Member of Congress or Congressional Representative
consummate	complete, bring about
contained in	in
contain	has
contiguous	next to
continuously, continually	Often used incorrectly. The first word means "without interruption"; the second, "intermittently, at frequent intervals."
contribute	give
councilman	council member
course of time	time
crewman	crew member
criterion	standard, norm

D

daughter and/or son	child, children
deem	consider
Defense Agency	capitalized
demonstrates	shows
depart	leave
Department of Defense	Spell out when used as a noun; abbreviate (DoD) when used as an adjective.
dependent	Should be avoided, except to the extent required by law. For example, the use of the word "dependent" may be required to satisfy explicit statutory requirements about entitlement to benefits and/or privileges. Instead, use such terms as "family member," "spouse," "parent," "unmarried child" or "beneficiary."

<u>Term</u>	<u>Preferred Usage or Comment</u>
depict	describe, show
deprivation	loss
despite the fact that	although, though
detail	Refers to a particular duty, organization, or station, except that it is temporary.
determine	decide, find
discontinue	drop, stop
disseminate	issue, circulate, send out
downward adjustment	decrease
due to the fact that	because, since, due to
during periods when	when
during such time	while
<u>E</u>	
echelons	levels
effect (verb) effect (noun)	to bring about, to accomplish, make, cause result, impression
effect an improvement	improve
effectuate	bring about, carry out
elementary	simple, basic
elicit	draw out, bring out
eliminate	cut, drop, end
elucidate	explain, clarify
emphasize	stress
employ, employed	use, used
enclosed herewith	enclosed
encompass	enclose, include
encounter	meet
encourage	urge, persuade
endeavor to ascertain	find out
enlisted man (woman)	enlisted member, enlistee
enumerate	count, list
equitable	fair
equivalent	equal
evident	clear
exacerbate	make worse
Executive Branch	capitalized
Executive Department	capitalized
Executive Order	Capitalize with a number; e.g., Executive Order (E.O.) 12334. Lowercase "order" when meaning is general.
Executive Secretary, Office of the Secretary of Defense	Executive Secretary of the Department of Defense
exercise care	be careful
expedite	hasten, speed

<u>Term</u>	<u>Preferred Usage or Comment</u>
experience difficulty	have trouble
extenuating	qualifying, justifying
<u>E</u>	
fabricate	construct, make, build, invent
facilitate	ease, help
failed to	did not
father (or mother)	Replace with "either parent" or "parent."
feasible	possible, practical
Federal	capitalized
federally	not capitalized
female (or male)	Replace with "person" or "individual."
finalize	complete, finish
fireman	firefighter
for the month of (August)	for (August)
for the purpose of	for
for the reason that	because, since
foreman	supervisor, manager
forfeit	give up, lose
formulate	make, devise, prepare
fullest possible extent	as much as possible
fundamental	basic
furnish	give, supply, send
<u>G</u>	
generally	Avoid, unless contrasted with "specifically."
give consideration to	consider
give encouragement to	encourage
government	lowercase, except when referring to U.S. Government
grade and rank	Use the term "grade" to designate pay grade, such as O-1 or O-2. Use the term "rank" to refer to the order of precedence or seniority within a grade.
grandfather and/or grandmother	Use "grandparent" or "grandparents."
<u>H</u>	
has the capability to, of	can
have need for	need
have the effect of	effect
he, him, his	Use "he or she" instead of he; "him or her" instead of him; "his or hers" instead of his.
held a meeting	met
henceforth	from now on
heretofore	until now, up to now
husband (or wife)	spouse

<u>Term</u>	<u>Preferred Usage or Comment</u>
	I
identical	same
illustrate	show
impede	block
imperative	urgent
implement	carry out
in a case in which	when, where
in a situation in which	when
in addition	also, besides, too
in an effort to	to
in case	if
in conjunction with	with
In connection with	by, in, for
in lieu of	instead of, in place of
in order that	so that
in order to	to
in regard to	about
in relation to	related to, for
in spite of the fact that	though, although
in the amount of	for
in the case of	when, where
in the course of	during, in, while
in the event of, that	if
in the majority of instances	usually
in the near future	soon
in view of	since, because
inception	start
incorporate	merge, join
indicate	show
initial	begin, start
innate	basic, native, inborn
insure	ensure
integrate	combine
inter-Service	when referring to the Military Services
is authorized and directed	shall
is authorized to	may
is cognizant of	knows
is dependent upon	depends on

<u>Term</u>	<u>Preferred Usage or Comment</u>
is directed	shall
is entitled to	may
is responsible for selecting	selects
it is obvious that	clearly, obviously
it is the responsibility of ... to	shall
<u>J</u>	
journeyman	trainee, beginner
justify	prove
<u>K</u>	
<u>L</u>	
last and latest	These words are not interchangeable. "Last" means final; "latest," most recent.
least and less	Use "least" when more than two persons or things have been mentioned; use "less" when only two have been mentioned.
Legislative Branch	capitalized
lengthy	long
like	Never use "like" to introduce a subject and its verb; e.g., "He wrote as (not "like") he spoke."
locate	find
<u>M</u>	
magnitude	size
mailman	mail carrier
make a decision	decide
made a determination	determine
make application	apply
make every effort	try
make inquiry regarding	inquire
make provisions for	provide
male (or female)	Replace with "person" or "individual."
man	person, human, human being, or individual
manhour	work hour, staff hour
mankind	humanity, human beings, or humankind
manmade	artificial, synthetic, manufactured
manned	staffed
manpower	human resources, workforce, labor force
manufacture	make
Marine Corps	See "Navy and Marine Corps."
maximize	increase
maximally	use "to the maximum extent possible"
may	Action is optional.

<u>Term</u>	<u>Preferred Usage or Comment</u>
memorandum	plural, "memorandums."
military	Do not say "military and naval." The term "military" includes "naval."
Military Departments	capitalized the term includes the Reserve components, which include the National Guards
Military Secretaries	When referring to the Secretaries of the three Military Departments and the Secretary of Transportation (on the U.S. Coast Guard when it is not operating as a Service in the Navy), say the "Secretary concerned." When referring only to the Secretaries of the three Military Departments, say "the Secretary of the Military Department concerned," "the Secretary of each Military Department," or "the Secretaries of the Military Departments." Do not say "the Secretaries of the Army, the Navy, and the Air Force," or "the Secretary of the Army, the Secretary of the Navy, and the Secretary of the Air Force."
Military Services	The branches of the Armed Forces of the United States, established by act of Congress, in which persons are appointed, enlisted, or inducted for military service and which operates and is administered within a Military or Executive Department. The Military Services are the Army, the Navy, the Air Force, the Marine Corps, and the Coast Guard. <sup>2</sup> The term "Military Services" includes the Reserve components, which include the National Guards.
minimal	least, lowest, smallest
minimally	use "at a minimum"
minimize	reduce
mitigate	lessen, ease
modification	change
monitor	check, watch
mother (or father)	Replace with "either parent" or "parent."
must	Action is mandatory.

## N

National Guard	Special care must be taken with the National Guard. The State organizations, which are the Army National Guard and the Air National Guard, must be distinguished from their Federal counterparts, which are the Army National Guard of the United States and the Air National Guard of the United States. Taken together, the former make up the "National Guard." The latter, however, cannot be lumped together because the Army National Guard of the United States is a component of the Army, whereas the Air National Guard of the United States is a component of the Air Force--both separate Armed Forces. The National Guard, together with the Navy Militia, make up the organized militia of the 50 States that have been federally recognized. When members of the National Guard enter active service, they are "called into Federal service." Once on duty, they are "in Federal service."
Navy and Marine Corps	Although they are in the same Military Department, and under the same Secretary, the Navy and the Marine Corps are separate Armed Forces. Therefore, the term "Navy" should not be used to include the Marine Corps.
nebulous	vague
necessitate	cause, need, require

<sup>2</sup> When it is operating as a Military Service in the Navy or under agreement with the Department of Transportation when it is not operating as a Military Service in the Navy (Use either one.)

<u>Term</u>	<u>Preferred Usage or Comment</u>
negligible	small trifling
nevertheless	however, even so, but
normally	Avoid, unless contrasting with "not normal."
not infrequently	often
not later than	by, before
not often	seldom
numerals	Express units of measurement, time, and money in figures. Otherwise, use a figure for the number 10 or more; for a number smaller than 10, write the number out.
numerous	many, most
<u>Q</u>	
obtain	get
obviate	prevent
officers	Do not refer to a civilian official as an "officer." Refer to a civilian official as a "person," "employee," or "official."
on account of	because
on and after July 1, 1979	after June 30, 1979
on behalf of	for
on his or her own application	at his or her request
on the occasion	when, on
originate	start, initiate
ought	Action is required, unless justifiable reason exists for not taking action.
over	Avoid when referring to a number; e.g., "There were more than (not "over") 500 people at the meeting."
owing to the fact that	since, because
<u>P</u>	
parameters	limits, boundaries
parenthetical expressions	Avoid parenthetical phrases when they are stronger as part of the sentence.
participate	take part
party	Avoid, if you mean "person."
per	This should not be used for our English article "a." Avoid the Latin terms, "per annum," "per day." Instead, use "a year" and "a day."
percentum	percent
perform	do
per man	per person (See "per," above.)
permit	let, allow
person	If a person is a member of an Armed Force, refer to him or her as a "member," "officer," or "enlisted member" and not as a "person," or "individual." If not a member of an Armed Force, refer to him or her as a "person."

<u>Term</u>	<u>Preferred Usage or Comment</u>
pertaining to	about, of, on
policeman	police officer
portion	part
position	place
possess	have
practicable	possible, workable
practically	Vary this overworked word with "virtually," "almost," "nearly."
preclude	prevent
predicated	based
predominant	dominant, main, chief
preeminent	chief, outstanding, foremost, first
prepared	ready
prevail upon	persuade
prevalent	widespread
preventative	preventive
previous	past
previously, previous to, prior to	before
probability	chance, likelihood
process of preparation	being prepared
promulgate	issue
prototype	first or original, model
provided, provided that	if
provides guidance for	guides
providing	Do not use when meaning is "if" or "provided." For example, "Providing low-cost houses is a problem, but the problem will be met provided (or if) the builders get supplies."
provisions of	Try to avoid.
Public Law	Capitalize with a number; e.g., "Public Law (Pub. L.) 98-176." Lowercase when meaning is general; e.g., "those public laws."
purchase	buy
pursuant to	under
<u>Q</u>	
<u>R</u>	
reach a decision	decide
reason is because	because
recipient of	gets, got
reflect	show

<u>Term</u>	<u>Preferred Usage or Comment</u>
regarding	on, about
Regular and Reserve	Capitalize when referring to the Military Services; e.g., the Regular Army, the Air Force Reserves.
reiterate	repeat
relating to	on, about
remain	stay
remuneration	pay, payment
render	make, give
repairman	repair person, maintenance person (specifically: plumber, carpenter, electrician..
require (are required to)	must
requirement	need
Reserve component (or the Reserves)	Do not capitalize "component." Reserves are not appointed or enlisted directly in a Reserve component. They are appointed or enlisted in an Armed Force as "Reserves." Although they may become members of a particular Reserve component, they do not become members because of any appointment or enlistment in that component. Therefore, do not say "appointed (or enlisted) in the Air National Guard of the United States." Say "appointed (or enlisted) as a Reserve for service as a member the Air National Guard of the United States."
Reserve in an Armed Force	Reserve of an Armed Force
Reservist	uppercase
retain	keep
retirement pay	retired pay
rudiments	first steps, basics

### S

salesman	sales person, sales agent, sales representative, sales clerk
seaman	crew member, sailor
Secretary of Defense Secretary of the Army Secretary of the Navy Secretary of the Air Force	Spell out each title in full the first time such a Secretary is referred to. Later, he or she may be referred to as "the Secretary," unless the full title is necessary to prevent confusion with that of the Secretary of another Department.
seek	look for
selection	choice
Service	Capitalize when referring to a particular Military Service, e.g., "the Army."
Serviceman	Use "Service member."
shall be considered to be	is
shall or may	If a discretionary right, privilege, or power is conferred, use "may." If a right, privilege, or power is abridged, use "may not." If an obligation to act is imposed, use "shall."
shall or will	Use "shall" as indicator of obligation (in all three persons). Use "will" when no obligation is being conveyed.

<u>Term</u>	<u>Preferred Usage or Comment</u>
should	Action is required, unless justifiable reason exists for not taking action.
so as to	to
solicit	ask for
some of	some
son and/or daughter	child, children
specified (as in mentioned, listed)	named
spokesman	spokesperson
State	Capitalize when referring to one or more of the United States.
subsequent	later, after, next
subsequent to, subsequently	next, later, following, then, after
successfully completes or passes	completes or passes
<u>I</u>	
terminate	end
terrible disaster	disaster
that and which (to begin restrictive and nonrestrictive clauses)	"that" introduces a restrictive clause; "which" introduces a nonrestrictive clause. A test of whether a clause is one or the other is to omit it. If omission changes the meaning, results in a statement that doesn't make sense, or is incomplete, the clause is restrictive. If the clause can be omitted without changing the meaning, it is nonrestrictive. A restrictive clause is not set off by commas; e.g., "The fish that I caught is a pike." A nonrestrictive clause generally is set off by commas; e.g., "The talks, which ended Monday, concerned export equipment."
the following	this, these
the question as to whether	whether
there is no doubt that	doubtless, no doubt
this date	today
thus	so
to call your attention to	note
to the extent that	as far as
transcend	go beyond
transmit	send
transpire	happen, occur
<u>U</u>	
Uniformed Services	These are the Army, the Navy, the Air Force, the Marine Corps, the Coast Guard, the Commissioned Corps of the U.S. Public Health Service, and the Commissioned Corps of the National Oceanic and Atmospheric Administration.

<u>Term</u>	<u>Preferred Usage or Comment</u>
<u>V</u>	
United States	Spell out when used as a noun; abbreviate when used as an adjective, as in U.S. Government affairs. When the definition exceeds the continental limits of the United States, refer to: The United States, territories and possessions, and all waters and airspace subject to its territorial jurisdiction.
United States Armed Forces	See "Armed Forces of the United States."
United States Code	capitalized; correct abbreviation, "U.S.C."
U.S. Government	capitalized.
until such time as	until
upon	on
utilize, utilization	use
validate	confirm
value	cost, worth
verbatim	word for word, exact
viable	workable
virgule (/)	Use "and," "or," "and/or" depending on meaning (e.g., instead of production/deployment, use production and deployment, production or deployment, or production and/or deployment).
<u>W</u>	
whenever	when
whereas	since, while
whereby	by which
wherein	in which, where
whether or not	whether, if
which (to begin a nonrestrictive clause)	See "that and which," above
widow or widower	surviving spouse
wife (or husband)	spouse
will	Applies only to a statement of future condition; do not use in place of "shall."
with a view to	to, for
with reference to	on, about
with regard to	on, about
with respect to	on, about
with the exception of	except for
with the purpose of	to
workman	worker
workman's compensation	worker's compensation

<u>Term</u>	<u>Preferred Usage or Comment</u>
	<u>X</u>
x-ray	as a verb to examine, treat, or photograph with X-rays (noun)
	<u>Y</u>
	<u>Z</u>

AP3. APPENDIX 3LIST OF HYPHENATED UNIT MODIFIERS USED IN DoD ISSUANCES

built-in	high-level	record-keeping
cargo-handling	high-speed	retail-level
case-by-case	in-depth	roll-on, roll-off
combat-ready	intelligence-related	security-related
common-use	joint-interest	self-propelled
computer-based	joint-Service	self-sustaining
container-handling	land-based	Service-unique
cost-effective	large-scale	shipboard-installed
cross-country	life-cycle	short-term
day-to-day	live-in	single-Service
DoD-appropriated	long-distance	single-source
DoD-associated	long-haul	single-user
DoD-established	long-range	stand-alone
DoD-incurred	long-term	State-owned
DoD-wide	military-controlled	tax-exempt
double-spaced	minimum-essential	technology-sharing
energy-related	off-base	theatre-specific
exclusive-use	off-campus	time-phased
first-class	off-duty	two-person
first-rate	off-the-shelf	uni-Service
flag-raising	on-board	up-to-date
full-scale	one-time	well-informed
full-time	part-time	work-sharing
general-purpose	personnel-intensive	X-ray
Government-controlled	point-to-point	
Government-owned	post-development	

## AP4. APPENDIX 4

### EDITING SYMBOLS

Edited Copy	Symbol Meaning	Effect
ft. knox <del>≡</del>	Capitalize	Ft. Knox
the Mayor	Make lower case	the mayor
<del>FT. KNOX</del>	Make lower case	Ft. Knox
<del>Nws</del> stories	Insert letter	News stories
acti <del>n</del> photo	Change letter(s)	action photo
typew <del>r</del> riter	Delete letter, close up	typewriter
first <del>s</del> ergeant	Delete letter, leave space	first sergeant
news <del>and</del> photos	Insert word	news and photos
record <del>photos</del> <sup>pictures</sup>	Change word	record pictures
newspaper <del>worth</del> y	Delete word, close up	newsworthy
the <del>tail</del> men	Delete word, leave space	the men
news <del>photos</del>	Insert space	news photos
news <del>paper</del>	Close up	newspaper
the end <del>,</del> The	Insert period	the end. The
three <del>,</del> four and	Insert comma (Use same caret (^) to insert colon and semi-colon)	three, four and
re <del>enter</del>	Insert hyphen	re-enter
fact <del>for</del> example	Insert dash	fact- -for example
<sup>W</sup> We believe. . .	Insert quotes, apostrophe	"We believe. . .
white <del>and</del> blue	Delete space	white and blue
capt <del>ain</del>	Transpose letters	captain
run <del>fast</del>	Transpose words	fast run
Apply same principle as above, or circle first item and draw arrow to desired position; note with <sup>21</sup>	Transpose sentences, paragraphs	
<del>Doctor</del> <del>Dr.</del> <del>twenty-one</del> <del>21</del>	Make opposite	Dr. Doctor 21 twenty-one
battle <del>.</del> Soldiers	Not a new paragraph	battle. Soldiers
battle. <del>Soldiers</del>	New paragraph	battle. Soldiers
<del>STET</del> the M14 rifle	Let it stand as before corrected	the M14 rifle
<del>The Dog</del>	Center in column (heads and subheads)	The Dog
\$37,000 \$38,000	Move to right	\$37,000 \$38,000
\$37,000 \$38,000	Move to left	\$37,000 \$38,000